

**Editors' Association of Canada
Association canadienne des réviseurs**

National Executive Council

2017 Q1 Meeting Minutes

Best Western Ville Marie, Montréal
March 18–19, 2017



**EDITORS
RÉVISEURS
CANADA**

Contents

Contents.....	2
1. Call to order	4
2. Approval of agenda (Appendix A)	4
3. Approval of Q4 minutes	4
4. Finances	4
5. Adjusting budget priorities for March–June	5
6. Strategy #3: Innovative and Agile	5
7. Review of outstanding action items from previous meetings (Appendix C)	7
8. Review of committee requests (Appendix D)	7
9. Discussion with QAC representative(s) Sylvie Collin.....	7
10. Breakout groups	9
11. Plenary session – presentations by breakout groups plus discussion	9
12. Report templates	10
13. Update from regional directors of branches and twigs.....	10
14. Branch/twig task force.....	11
15. National office building lease.....	11
16. Setting priorities from now until end of June	11
17. Webinars.....	11
18. Strategy #4: Communications and Marketing	12
19. Strategy #5: Membership: Increased and Engaged	12
20. Strategy #1: Represent Canada’s Editors.....	15
21. Strategy #5: Membership: Increased and Engaged (continued)	15
22. Conferences	17
23. Strategy #1: Represent Canada’s Editors (continued)	18
24. Mediator service	18
25. Nominations.....	18
26. Office administration	19
27. Succession planning	19
28. Next meeting.....	19
29. Adjournment.....	19
Appendix A — Agenda	20
Appendix B — Financial Update.....	21
Appendix C — Review of Action Items from previous meetings	23

Appendix D — Committee, Branches & Twigs Reports, Requests Summary	34
Appendix E — NEC Contract Update Taskforce Brief.....	37
Appendix F — Notes from In-house Membership Breakout Group	40
Appendix G — Notes from Revenue Streams and Technology Group	42
Appendix H — Environmental Scan of Online Training Opportunities	44
Appendix I — Preliminary Webinar Evaluations	51
Appendix J — Information on Google AdWords.....	53
Appendix K — John Eerkes-Medrano Mentorship Program Committee.....	55
Appendix L — Educational Institution Relationship Tracking Sheet.....	57
Appendix M — Student Affiliate Recruitment and Conversion Strategy (Draft)	59
Appendix N — Fee Comparison Charts.....	61
Appendix O — Report on Meeting with Asian Council of Science Editors	64
Appendix P — Report on Meeting with George Brown.....	66
Appendix Q — Online Motions, November 21, 2016 – March 19, 2017	68

PRESENT:

Anne Louise Mahoney	President
Gael Spivak	Vice-President
Carolyn Brown	Treasurer
Breanne MacDonald	Secretary
Greg Ioannou	Past President
David Johansen	Regional Director, Branches and Twigs – East
Margaret Shaw	Regional Director, Branches and Twigs – West
Berna Ozunal	Director, Publications
Elizabeth d’Anjou	Director, Standards and Certification
Patricia MacDonald	Director, Volunteer Relations
John Yip-Chuck	Executive Director
Alexandra Peace	Recording Secretary
Sylvie Collin	local guest
Anne Fonteneau	local guest

REGRETS:

Nancy Foran	Director, Francophone Affairs
Michelle van der Merwe	Director, Communications
Stacey Atkinson	Director, Training and Development

1. Call to order

Anne Louise Mahoney called the meeting to order at 9:03 am and invited directors to tweet during the meeting.

2. Approval of agenda ([Appendix A](#))

MOVED BY Greg Ioannou
SECONDED BY Margaret Shaw

that the agenda be approved.

Carried

3. Approval of Q4 minutes (completed online)

4. Finances

Carolyn Brown presented a financial update ([Appendix B](#)) and a revised 2017 budget.

The year end for 2016 has been completed, and the following points are highlights of the financial situation:

- The association has ended up in deficit of \$9310.45.
- The highest revenues come from membership dues and conference.
- The major expenses are the office and conference.
- Cash flow is tight.
- A part-time bookkeeper has been hired.
- A deficit is forecast, and the association may have to make draconian cuts.
- Any suggested changes to the branch/twig/national finances (resulting from the task force) have to be revenue neutral.

5. Adjusting budget priorities for March–June

Some thoughts on where to save include the following:

- Twigs get less money because national does their books. This takes quite a lot of work (and therefore money) to do. Is it worth it?
- Preconference dates and webinars are a lot of bookkeeping. Do they cost more than they are worth?
 - John has simplified the webinar royalty system. Breanne and Carolyn have simplified the way of financing the preconference events.
- Could any of the quarterly meetings be cut?
 - September meeting needed for new executive members coming on; November meeting needed for budget discussion. Could the June meeting be cut and replaced with two Zoom meetings in May and June?
- Could *Active Voice* be downloaded rather than printed and mailed?

Action

Carolyn Brown will make the suggested changes to the budget and report back to the NEC.

Action

John Yip-Chuck to find out the cost of cancelling the June NEC meeting in Ottawa (held the day after the conference) and report back to the NEC.

6. Strategy #3: Innovative and Agile

The NEC discussed the role of the [strategic plan](#) and how to use it.

- Strategic plan: these are the priorities that were chosen to work on
- Need a repository for ideas that are good, but aren't fitting into the priorities for this strategic plan
- Certification doesn't need to justify themselves ... part of our business

The NEC discussed the possibility of publishing an updated [Canadian dictionary](#).

MOVED by Carolyn Brown
SECONDED by David Johansen

that the NEC move in camera.

Carried

MOVED by Elizabeth d'Anjou
SECONDED by David Johansen

that the NEC move out of camera.

Carried

The NEC discussed the necessity of keeping up with changing **technology**. The points made included the following:

- The website took a long time to get up and running.
- Webinars took a long time to get up and running.
- The ODE doesn't even have an option for photos; the statistic tracking option doesn't work; the volunteer and conference badges don't work.
- Other organizations have more up-to-date use of technology: Society for Editors and Proofreaders (SfEP) has videos.
- Technology can help to increase membership, so should be prioritized.
- NEC needs to develop a mechanism to use the volunteers interested in this.

The possibilities for dealing with this included the following:

- Should the culture of the NEC include awareness of this issue, rather have it delegated to a single director?
- Should this become part of one of the NEC portfolios?
- Should there be a technology committee?
 - Committee could include the vice-president, the director of training and development, someone else, and the executive director.
 - What are the tasks and reporting schedule for this committee?
 - Would they meet regularly or on an ad hoc basis?

There used to be a technology chair of a committee, but it wasn't effective. Committees may already be looking at the technology necessary for their own needs, and having a separate committee may duplicate these efforts.

The NEC discussed revising and updating ***Meeting Professional Editorial Standards***.

Action

Berna Ozunal, with Anne Louise Mahoney and Elizabeth d'Anjou, to recruit subcommittee chairs of the publication committee for MPES, with an editorial board and a timeframe.

The discussion on webinars is postponed until tomorrow.

7. Review of outstanding action items from previous meetings ([Appendix C](#))

Action

John working on updating the current list of possible conferences for Editors Canada to attend with more details in time for next call/meeting.

MOVED by Elizabeth d'Anjou

SECONDED by Gael Spivak

that the NEC strike a task force for communications and marketing of the new standards.

Motion withdrawn

Action

Elizabeth d'Anjou to continue to work with volunteers on standards communications, including developing materials that demonstrate how the standards apply to a wide range of editing and implementing the communication plan.

8. Review of committee requests ([Appendix D](#))

Action

Anne Louise Mahoney to write up draft report on the Atlantic Canada survey of members and consult with Editors Nova Scotia and Editors Newfoundland and Labrador.

Action

Berna Ozunal to make a plan for revenue neutral publication of the chapbook.

Action

John Yip-Chuck to write up the business case (after the student surveys) for the foundations in editing program and report back to the NEC.

Action

Elizabeth d'Anjou to present the business case for the NEC to vote on, to possibly present to the members at the AGM.

Action

John Yip-Chuck to make sure that the marketing message generated by the standards committee gets to Michelle Ou.

Action

Greg Ioannou and the nominating committee to find more volunteers for committee chairs (volunteer management, member services, and publications).

Action

NEC to vote on the contract revision taskforce brief ([Appendix E](#)).

9. Discussion with QAC representative(s) Sylvie Collin

Portrait of the Québec–Atlantic Canada branch:

- 180 members
 - 50 Anglophone
 - 120 in Greater Montréal
 - 25 Québec City
- reduced executive committee for the past two years
- four networking events supposed to happen
 - managed last year and again this year
- workshop/seminars cancelled (didn't advertise them far enough in advance)
 - plans to announce the coming seminars further ahead of time
- Sylvie plans the French seminars; Dwain Richardson plans the English ones
 - need to find a way to advertise outside of the network, to get more people
- challenge to find volunteer members; really only three of them
 - some people have volunteered for specific tasks, but not for positions
 - Sylvie is committed to committee recruitment this spring
- no treasurer this year
- seminar planned for Québec City next fall

The NEC discussed some of the challenges facing QAC, and had the following thoughts:

- advertise seminars to the Ottawa–Gatineau branch
- post info on the government intranet site (GCConnex) about professional development
- Francophone affairs has pamphlets that would possibly be of use
- webinars are not competition: different methods work for different people

A discussion on how to attract, retain, and recognize volunteers covered the following topics and suggestions:

- In Toronto, volunteers get a certificate, gold stars, are featured on blog, and exec member can go to seminars for free if there's room.
- Studies show that volunteers prefer recognition rather than reward.
- Volunteer committee is working on recognition rather than reward programs.
- Complicated programs don't work because they take too much work.
- Ottawa–Gatineau renewed their branch with green, young people.
- QAC exec members only have to pay \$50 for seminars.
- Should a free webinar be developed on how to promote volunteering for branch and twig execs?
- Are non-members allowed to volunteer? Is it a gateway?
 - Procedures state that if there is a need and no members, you can use a non-member.
- Volunteerism should be promoted as benefit.
- How do you keep the treasurer position and make it successful?
 - All the branches' info needs to be able to be audited. Therefore, the same chart of accounts needs to be used. You need someone competent to do this; the person has to have experience. Carolyn Brown will help the person to get up to speed.

10. Breakout groups (three)

11. Plenary session – presentations by breakout groups plus discussion

In-house editors ([Appendix F](#))

The NEC heard a summary from the group and had the additional following concerns:

- Does the awarded person have to be an Editors Canada member?
- The award wouldn't cost much, but may have a big impact.
- Is there a tax benefit for employers paying for employees' membership?
- There is some information on corporations in the affiliate area on the website.
- How to get your employer to pay for your conference registration? For example, ACES: The Society for Editing offers talking points to members as part of their conference promotion.
- In Québec, there is a law that companies are required to spend a certain percentage on employee training.

Les membres Francophones

Notes from the group:

- Promoting the job of editing, offering different kinds of services to members, can attract different kinds of members. For example, a small group of editors could go to Chamber of Commerce meetings together to promote themselves and Editors Canada.
- [InfoPresse](#) is a well-known and active organization for all professionals in the communication field for Francophones.
- Should be more present at other groups, such as Le Salon du Livre, for recruitment, networking, and finding clients.
- Recruit more volunteers by being more concrete and precise in outlining the type of work needed.
- A variety of formats needed for networking to attract people.
- What about progressive pricing for membership? Going from \$50 (student affiliate) to full price is a big jump.
- Importance of developing a more Francophone face of the association.
 - Need a Francophone space, both external and internal.

The NEC discussed these points and added the following comments:

- If you put out a call for a specific volunteer task, you get a better response.
- It's always more fun to volunteer with someone than alone.
- The BC branch networks for half an hour with refreshments before every speaker.
- Make the volunteer job like a job, with a title, and offer a reference.

Technology, non-focused group ([Appendix G](#))

The NEC heard a summary from the group and had the additional following comments:

- A retreat may work for Francophones, who are not already served well by the annual conference.
- Could someone be offered an incentive (e.g., get five people to sign up) to organize mini-retreats?

After listening to all the great ideas from the breakout groups, how does the association proceed?

- Take one idea from each group?
- Ask the members which ones they would like to see action on?
- Good to create a Francophone Facebook page, but who will monitor, and what about the Francophone email forum (the French list)?
- Should the ideas be forwarded to the appropriate committee?

12. Report templates

The NEC discussed the quarterly report templates for directors and committees with the following questions and concerns:

- Starting with the new planning template will make using the new reporting templates easier.
- Reporting template needs to stand alone. It can't be assumed that people have read other documents.
- There is some confusion about how and where to put day-to-day or ongoing plans.
- The ongoing section that has successes and accomplishments should also list challenges.
- Report seems to apply better to some committees than others.
- The director report template couldn't be found on Google Drive.

Action

Breanne MacDonald to make sure all document templates are in the Google Drive folder.

- People found actions/outcomes/priorities/updates confusing, and weren't sure what they meant.
- Actions are very broad; updates are new things done on the actions.
- Volunteers want to talk about what they have been doing, so are sometimes long-winded.
- It's a great initiative to be using the strategic plan, even if the implantation has had issues.

Action

Gael Spivak to work on the planning and reporting templates again and bring them back to the NEC.

13. Update from regional directors of branches and twigs

Finding volunteers and chairs as well as turnout are struggles for all but the BC branch.

Toronto and QAC are having troubles; Ottawa is not responding. Nova Scotia and Hamilton-Halton twigs are active. Newfoundland and Kingston twigs are holding their own. The Kitchener twig is having trouble getting people out for meetings.

Action

Margaret Shaw to organize roundtables at the June conference in Ottawa–Gatineau. She will organize one for the branches and twigs, but others will be decided by Facebook poll.

Action

Margaret Shaw to remind people on the conference Facebook page that the poll to determine roundtable topics is on the members-only page.

The regional directors are planning to make sure that they are in touch with each branch and twig every six weeks, to make sure that there is good connection. In addition, they are planning to have Zoom meetings every three months for those who are interested.

14. Branch/twig task force

The task force has had a meeting, has had comments come in, and is planning the next call.

15. National office building lease**Action**

John Yip-Chuck to find out when the lease is up (so that either relocation or budgetary concerns can start to be addressed).

16. Setting priorities from now until end of June

Anne Louise Mahoney: MPES

Gael Spivak: students, recruiting and retaining

Greg Ioannou: promoting the conference

Patricia MacDonald: recruiting more volunteers, English and French, volunteer directory

Berna Ozunal: chapbook, ready for print and out the door, waivers

Carolyn Brown: audit and second quarter financial update, mentorship program

John Yip-Chuck: dictionary project

David Johansen: moving on with branch/twig/national task force

Margaret Shaw: toolkit translated and sent out, organize roundtables, remote members

Elizabeth d'Anjou: foundations in editing testing

Breanne MacDonald: online AGM

17. Webinar update

Stacey Atkinson sent two documents for the NEC to discuss: Scan of Online Training Opportunities ([Appendix H](#)) and Preliminary Webinar Evaluations ([Appendix I](#)).

The committee would like feedback from the NEC on this list.

The NEC discussed the list of college and university courses with the following comments and questions:

- Who will use this list?
- Should it be on the website? That is, should we be naming competitors?
- There is some duplication of work here: both John and the student affiliate committee have also made similar lists.
- Hard to tell which institution has a course, a few courses, or a certificate in publishing; the list could use a few extra lines of explanation.
- The French organizations publicize for each other (with QAC).

The NEC discussed webinar planning:

- The schedule looks tight.
 - It was actually tighter last year.
- Will the first few get the publicizing they need?
 - Elizabeth d'Anjou will do Eight-Step Editing for the first one so that she can help with publicity.

The committee needs a new chair.

18. Strategy #4: Communications and Marketing

The communications and marketing committee had a very broad mandate and was having trouble working with that. There will be a change in focus for communications and marketing committee for the near future. They will be concentrating on two concrete and well-defined tasks from now until end of June: updating Editors Canada website content and copy; and writing Google ads for the association (Appendix J). The new committee mandate will be drafted this summer.

The NEC discussed this:

- What happened to Twitter Chats?
 - There don't seem to be volunteers to run this at the moment.
- Are we going to talk about a new way of dealing with communications at the office? Will Michelle Ou head the committee (co-chair) with sub-committees doing project tasks?
- Member communications committee was created by the membership because they felt that the office and executive were not communicating with the membership effectively.
- There are a lot of volunteers who are very interested in marketing tasks.
- Could there be a communications retreat with Michelle Ou, some members of the executive, and anyone else who is interested?

Action

John Yip-Chuck to check with Michelle Ou about a meeting in Ottawa for communications.

19. Strategy #5: Membership: Increased and Engaged

The NEC discussed the creation of the [John Eerkes-Medrano Mentorship committee](#).

MOVED by Carolyn Brown
SECONDED by Gael Spivak

that the John Eerkes-Medrano Mentorship committee be created.

Unanimous.

MOVED by Carolyn Brown
SECONDED by Margaret Shaw

that the NEC accept the committee description.

Unanimous

MOVED by Elizabeth d'Anjou
SECONDED by David Johansen

that Carolyn Brown be interim committee chair.

Unanimous

The mentorship committee has a proposed description or terms of reference ([Appendix K](#)).

Carolyn Brown has sent a note to John's widow, letting her know about the program.

The program is bilingual: the committee has one francophone member, and they have a francophone mentor and a mentee already.

The NEC discussed strategies for recruiting **student affiliates**.

- Is there a way to get advertisements or stories into the student newspapers in universities across Canada?

Action

Anne Louise Mahoney will find a list of all university media (newspapers and media) and pass to either communications and/or student affairs.

- QAC attended the Jeux de la traduction (Translation Games) and gave presentations in classrooms in the spring. After that, 80–90 percent of new members were students.
- Some courses at universities and colleges with editing courses talk about Editors Canada in the classrooms.
- Wendy Barron had asked for a list of post-secondary institutions. The student affiliate committee updated this tracking sheet ([Appendix L](#)). Now we need to find members who would be the contact person for each institution. Then, find out details, who the key contacts are, build relationships, talk to classes, give materials. Berna Ozunal can open lines of communication with George Brown College in Toronto.

Action

John Yip-Chuck to add Concordia and King's College (Halifax) to the list of universities to develop relationships with (and keep Gael Spivak in the loop).

- Do we have an intro video?
 - PowerPoint presentation created by Stacey Atkinson could be adapted for students.
 - Gilles Vilasco of QAC made a mind map for his presentation to francophone students.
 - Sylvie Collin is making a PowerPoint presentation from that.

Action

Anne Louise Mahoney to get the PowerPoint materials/presentation from Sylvie Collin to use in presentations to universities.

- Once Editors Canada has a relationship with an institution, they may be interested in using our standards or buying our publications.
 - There needs to be a feedback loop because of the last set of problems with Meeting Professional Editorial Standards.

The NEC discussed the limits of **student affiliate status**. Some suggestions included the following:

- Register as a student, then can renew twice at the student price?
- Only have to be taking one course?
- As long as they are full-time/part-time students, only so many renewals?
- Millennials disappear because although they can't get work, they are not students anymore. Can they get some kind of rebate? Can a career path be along a continuum? Can the association keep people in the fold?
- Ryerson has a six-year limit to being a student in the publishing certificate program.
- Could students go to half-price status after they finish being students?
- So many different models of career paths: how can we set a policy to cover them all?
- Any full-time post-secondary or part-time editing course? When is the cut-off?

MOVED by Carolyn Brown

SECONDED by Margaret Shaw

that the limit of student affiliate membership is a maximum of four consecutive years, with some discretion for the national office to grant exceptions in extenuating circumstances.

Abstained: 1

Carried

The NEC discussed **student affiliate** recruitment conversion based on a document from John Yip-Chuck ([Appendix M](#)).

- great ideas in the document; perhaps add a networking column and/or a volunteering column
- looks good as a resumé builder
- two-year discount (Carolyn Brown has evidence to support this time frame.)
- graduated discount: \$100 discount off first year, \$50 off second year
- need to retain people who join, get work, then leave
- need ongoing general member retention plan

- incentive rather than discount: for example, Copyediting.com has a join now, get a free webinar program
- against the law to have different levels of membership

Action

Gael Spivak to take John Yip-Chuck’s student conversion document for discussion with the student affiliate committee and bring it back to NEC.

Action

John Yip-Chuck will research discount options for student affiliates, and possible paths into full membership.

20. Strategy #1: Represent Canada’s Editors

Student editing group at Laval has formed of students taking editing courses (mostly from Anne Fonteneau). Benoit Arseneault is now head of this association. This group offers editing services to the community at a good rate.

The student association is called Complément Direct. Anne is asking for some kind of support from Editors Canada; they don’t need money.

The NEC discussed this with the following questions and comments:

- How does the process work?
 - The students in the student editing association volunteer and perform the editing; Anne Fonteneau goes over their work to maintain quality. The students get experience at editing and at running a business.
- Would other institutions benefit from it, in English?

MOVED by Elizabeth d’Anjou

SECONDED by Margaret Shaw

that Editors Canada support the student initiative Complément Direct at Université Laval by writing a letter of support to the head of the initiative, and approving the use of the following phrase (with the Editors Canada logo) on its communications:

“Initiative approuvée par Editors Canada.” (This initiative endorsed by Editors Canada.)

Unanimous

21. Strategy #5: Membership: Increased and Engaged (continued)

The NEC discussed two charts: one [comparing fees between Canadian associations](#), the other between Canadian and international organizations ([Appendix N](#)).

- originated as a chart to show the value of Editors Canada compared to other more local groups
- now has an international component
- both would have to be kept updated

- good information for Canadians
- comparison with international groups not congenial
- international comparison gives a good sense of value proposition, but perhaps not so good to go on website

Action

Anne Louise Mahoney to move the pricing on the international editing organization comparison sheet to the bottom.

Action

Margaret Shaw and David Johansen to think about how to reach out to regional groups of non-members.

Action

Patricia MacDonald to get member services to update the Canadian chart (comparing editing organizations) and put it on the website.

The NEC discussed whether it's possible to revitalize the **French and English members' email lists**.

- used to be a vital benefit for members
- most conversations are now on Facebook (Editors' Association of Earth)
- still a benefit, but numbers are dropping
- easier now to post on Facebook; can't force people to post on the list
- can't make the list what it once was
- it's important that we offer people a sense of community
- could improve the members-only Facebook group
- very hard to sign up to the email forum (many and difficult instructions) and may not all be in French
- put the announcements (from office) that go on Facebook also on the list
- needs to be promoted more
- not user friendly, didn't know it existed, can't figure out how to use it
- other organizations, such as ACES, have forums where you can put a profile and a photo
- archives are available but not searchable

Action

John Yip-Chuck to work on the web page about the email list to make it more user friendly and will ask the office to post reminders about job postings on the email list.

The NEC discussed how to engage remote members.

Action

Gael Spivak and Patricia MacDonald to create a task force brief for increasing engagement with remote members.

The NEC talked about **member retention**. Do we have any data from the follow-up survey of dropped members about why we are losing members?

- Need a survey to go out to lapsed members. (Not automatic now, but could be done automatically in the future.)

- Last November, a mass mailing went out to members lapsed within the last two years.

Action

John Yip-Chuck to check on whether any surveys are being sent out to lapsed members (either automatically or manually) and report back to the NEC.

22. Conferences

2017 – Ottawa–Gatineau

The co-chairs have requested a discounted rate for the conference committee (same as the speaker rate) and would like to see the NEC create a policy about what rate/benefits committee members are entitled to.

As it stands, the two conference chairs get in free. They don't have to pay for something that they can't attend (because they are too busy). However, no banquet tickets are given away.

This year's committee want additional free registration for seven members of the conference committee, and the speaker rate (\$250 instead of \$395) for five members. (That is, a total of fourteen—nine free, and five at the speaker rate.) They also want banquet tickets.

The NEC discussed this with the following questions and comments:

- Volunteers can't be compensated for time/work.
- However, volunteers shouldn't have to pay for what they can't attend.
- The social media coordinator will be able to attend the conference, so do they or don't they get a discount?
- Who has control of the budget?
- Carolyn Brown, as treasurer, pointed out that the conference committee should not be moving money within the conference budget.
- In the past, the conference chairs managed discounts for the committee by finding the money elsewhere in the budget.
- There needs to be a limit to the number of people that the discounts can be applied to.

Action

Breanne MacDonald to determine which roles are eligible and how many in total and bring the info back to the NEC.

John Yip-Chuck and Breanne MacDonald are working on arranging for online attendance/voting for the 2017 AGM.

2018 – Saskatoon

Saskatoon has not definitively responded to the conference being Saskatoon.

Action

Margaret Shaw to get a firm answer from Michelle Boulton about the conference in Saskatoon.

2019 (40th anniversary) – location

The NEC talked about having either Québec City or Montréal host the conference.

Action

Gael Spivak to start talking to Sandra Gravel in Québec City.

Action

Margaret Shaw and David Johansen to organize a discussion at the conference with branch and twig coordinators about conference location for 2019.

23. Strategy #1: Represent Canada's Editors (continued)

The NEC discussed the need for **an institutional contact strategy**. A solid plan needs to be formulated that our liaison persons can then implement by contacting other institutions and begin developing relationships with their key contacts.

Action

Gael Spivak to ask the student relations committee to populate the list of educational institutions.

John Yip-Chuck reported to the NEC on a conversation about **partnerships** that he had with the Asian Council of Science Editors ([Appendix O](#)) and George Brown ([Appendix P](#)).

John will contact the representative of this group again after the Editors Canada PowerPoint presentation is developed (based on one given by Elizabeth Macfie recently).

24. Mediator service

The **mediator** has indicated that he would like to publish a list of problematic clients. Gael Spivak, in consultation with a lawyer, has determined that it is not legally feasible for the organization.

Greg Ioannou is still chair of PICA (Publishers in Crisis Again). A system is in place for dealing with serious situations.

Action

Patricia MacDonald to let the mediator know that the organization cannot publish the names of problematic clients for legal reasons.

25. Nominations: update

The nominations committee is approaching people to get nominations. The NEC discussed how to make it easier to nominate people or self-nominate.

Action

Greg Ioannou, Anne Louise Mahoney, and Michelle Ou to make the nominations process more transparent by

- creating a page listing the NEC members who are staying on in their term with bios,
- adding names of nominated persons with bios, and
- reminding members to check out the page.

26. Office administration

John Yip-Chuck spoke about the problems arising from using GiftTool (e-commerce software); the office is moving this summer to new software, WildApricot. The switch will happen after the conference. It may save the organization some money, and it will also deal better with charging taxes, sending automatic notices, and sending exit surveys. There may be a week where information is inaccessible and memberships can't be completed.

Action

John Yip-Chuck to inform members of the timing of migration to the new e-commerce software (WildApricot).

27. Succession planning

Gael Spivak may be able to organize a student to help with this project in the fall.

28. Next meeting

2017 – Q2 to be determined.

29. Adjournment

MOVED by Greg Ioannou

SECONDED by Berna Ozunal

that the meeting be adjourned.

Appendix A — Agenda

1. Call to order and invitation to Tweet during the meeting
2. Approval of agenda
3. Approval of Q4 minutes
4. Finances: update and overview to the end of 2017
5. Adjusting budget priorities for March–June in light of the current financial picture
6. Strategy #3: Innovative and Agile
7. Review of outstanding action items from previous meetings
8. Review of committee requests
9. Setting priorities from now until end of June
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16. National office building lease
17. Strategy #4: Communications and Marketing
18. Strategy #5: Membership: Increased and Engaged
19. Conferences 2017, 2018, and 2019
20. Strategy #1: Represent Canada’s Editors
21. Nominations
22. Mediator service
23. Succession planning and continuity
24. Next meeting
25. Adjournment

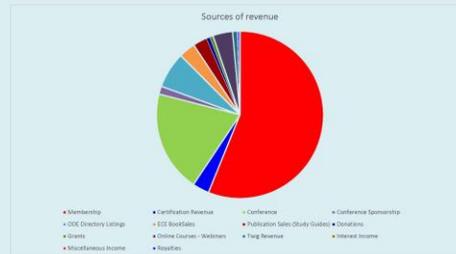
Appendix B — Financial Update

2016 financial picture

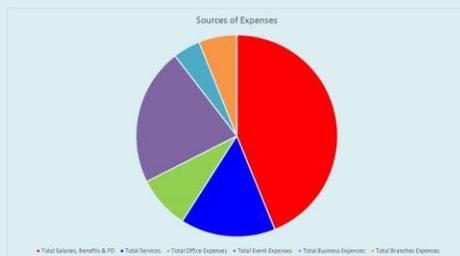
- At Dec 31:

National	
Revenue	\$528,285.82
Expenses	\$537,596.27
Surplus (deficit)	(\$9,310.45)

2016 financials: revenue



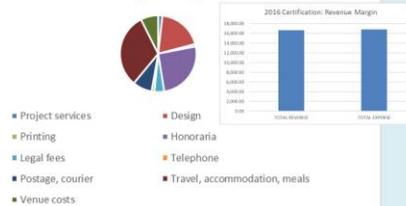
2016 financials: expenses



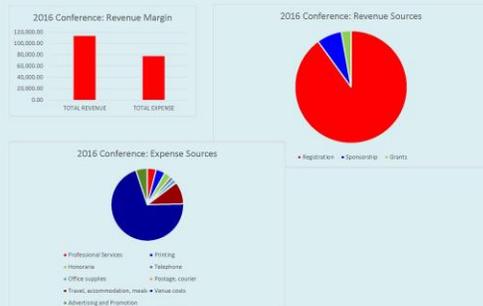
2016 financials: certification

2016 Certification: Expense Sources

All revenues from registration



2016 financials: conference



2016 financial picture

- Remember I was projecting a surplus?
- There was \$14,000 in a "suspense account" that turned out to be costs
- We lost another net 20 members over year
- We had to cash in one \$10,000 GIC to cover these costs

2017 financial projection

- What does this mean for 2017?
- Cash flow is tight
- We may not be able to make payments quickly
- We have ended our contract with the existing bookkeeping service and hired a part-time person
- We need to maximize revenues and contain costs

2017 financial projection

- What are the implications of this?
- If we run the forecasted deficit of \$20,000+ in 2017, this would wipe out our savings
- Draconian cuts would then be needed
- As the taskforce on branches and twigs gets underway, it must be mindful that there is no extra money
- Any changes to fiscal arrangements must be "revenue neutral"

What can we do?

- Cut some costs in 2017 to avoid deficit
- Prioritize member recruitment and retention
 - Advertising and promotion
 - Services to members
 - New products (although some may have long timelines)
 - Recruitment efforts
- Diversify revenue sources to buffer reliance on member dues
- Keep financial arrangements simple to avoid bookkeeping costs

[Appendix C — Review of Action Items from previous meetings](#)

Action Items from November Meeting			
	Action Item	Person(s) Responsible	Status
1.	Breanne MacDonald and Stacey Atkinson to put a 'how to use Zoom for a conference call' document together.	Breanne MacDonald Stacey Atkinson	in progress
2.	Greg Ioannou, Patricia MacDonald, Breanne MacDonald, Gael Spivak, Elizabeth d'Anjou, and John Yip-Chuck to meet and talk about possible conferences for Editors Canada to attend.	Greg Ioannou Patricia MacDonald Gael Spivak Elizabeth d'Anjou John Yip-Chuck	DONE Met by phone January 25. We have a short-term plan and Gael submitted a taskforce brief to the NEC for a longer-term plan (Jan 28). But looks like we have decided to let John run this? John working on updating the current conference list with more details in time for next call/meeting.
3.	Elizabeth d'Anjou and John Yip-Chuck to write a task force brief on developing a business plan related to creating a Canadian English dictionary.	Elizabeth d'Anjou John Yip-Chuck	DONE John Y is deep into developing a preliminary business plan and negotiating licensing of dictionary databases. Task force will focus on grants and funding for the association in general but with Cdn dictionary being leading project initially. JY
4.	John Yip-Chuck to direct Michelle Ou to send letters out to lapsed members on an ongoing basis until the database allows this to be automated.	John Yip-Chuck	ongoing Might be done one last time before switchover to new database expected to happen by late spring.
5.	Gael Spivak to get more info from the Canadian Intern Association on exchanging a francophone version for the ability to use the English.	Gael Spivak	not applicable It's too long. The chair is waiting for an email from Michelle v re: BC magazine interns.

Action Items from November Meeting

	Action Item	Person(s) Responsible	Status
6.	David Johansen and Margaret Shaw to develop ideas for means of communication between twigs (perhaps a twice-yearly Zoom meeting).	David Johansen Margaret Shaw	in progress
7.	Elizabeth d'Anjou to develop the standards into a designed document, to develop another document that demonstrates how the standards apply to a wide range of editing, and to develop a small marketing and communication plan (with Michelle van der Merwe) for the new standards.	Elizabeth d'Anjou Michelle van der Merwe **This was actually Michelle Ou	DONE Document is designed. Other will be an ongoing project. We'd like to strike a formal TF for this. -Ed'A
8.	Berna Ozunal and the publications committee to explore the possibility of publishing the chap book on Indigenous editing in time for the conference.	Berna Ozunal	in progress Anne Louise will lead this project. I have been in touch with various Indigenous and non-Indigenous editors to start the conversation, but am finding it hard to get people to engage. ALM
9.	Michelle Ou and John Yip-Chuck to identify marketing needs for the organization, prioritize, and report back to the NEC with a proposal.	John Yip-Chuck Michelle Ou	in progress John has created a spreadsheet that Michelle will fill in, showing the big picture communications and marketing needs. MO Priority will be given to revenue generating communications and promotions--member retention and increased membership; promoting saleable items such as webinars, conference and publications. JY
10.	Greg Ioannou to book rooms for the Toronto branch's meetings at a reduced rate.	Greg Ioannou	not applicable
11.	David Johansen to attend in person or electronically the first Toronto branch meeting after an NEC meeting to liaise between them.	David Johansen	ongoing

Action Items from November Meeting

	Action Item	Person(s) Responsible	Status
12.	Breanne MacDonald to post draft AGM minutes shortly after the meeting on the website (even though they won't be voted on until the next AGM).	Breanne MacDonald	in progress NEC to review and vote on the draft
13.	Anne Louise Mahoney, Michelle Ou, and Breanne MacDonald to inform members about how and when to make motions from the floor.	Anne Louise Mahoney Michelle Ou Breanne MacDonald	in progress Email to members will go out in mid-March. ALM
14.	Breanne MacDonald and John Yip-Chuck to research online participation at the AGM.	Breanne MacDonald John Yip-Chuck	in progress High on the to-do list for April. JY
15.	John Yip-Chuck to research the business potential for foundations in editing, develop a plan, and report back to NEC in time for members to vote at the AGM.	John Yip-Chuck	in progress Business survey to be sent out week of March 20. Government survey soon thereafter. Still receiving student survey feedback. Will work with Wendy Carroll on business case. JY
16.	Gael Spivak and Michelle Ou will discuss getting the list of partnerships on the website.	Gael Spivak Michelle Ou/John Yip-Chuck	in progress Gael sent some details for Michelle to work with, Feb 19

Action Items from Previous Meetings

	Action Item	Person(s) Responsible	Status
17.	John Yip-Chuck to develop "Member since XXXX" badges for each year that the organization has existed so that members can self-select their own.	John Yip-Chuck	on hold until late spring/summer Very low on the priority list. JY

Action Items from Previous Meetings

	Action Item	Person(s) Responsible	Status
18.	John Yip-Chuck and/or member services committee to look into discounts for Chicago online.	John Yip-Chuck Patricia MacDonald	in progress Still need to sort out some technical costs associated with a proxy server. Hope to resolve before end of April. JY
19.	Patricia to continue working with the member services committee to develop a welcome package for new members.	Patricia MacDonald	in progress
20.	Elizabeth will have a more detailed conversation with ACES and the CSC, and will report back to the NEC.	Elizabeth d'Anjou	DONE **on agenda for CSC meeting Feb 25-26 [Ed'A]
21.	John Yip-Chuck to develop a respect in the workplace policy using templates from Gael and to keep working on a procedure for what to do if an employee is harassed.	John Yip-Chuck Gael Spivak	in progress Jan 2: John drafted a policy and a procedure and they have been reviewed by an HR expert (an editor Gael knows). John to go through reviewer's feedback and circulate next version to Gael and then possible exec read in April. JY
22.	Berna Ozunal to prepare job description(s) for the continuity officer role, including breaking it down into specific tasks. CHANGED	Berna Ozunal Gael Spivak	in progress We may want to put this on hold until we get recommendations from the U of T students (Sept) Gael has taken control of this project. — Berna
23.	Carolyn Brown and John Yip-Chuck will assess the security needs, find options, cost options, and recommend a plan of action for file storage.	Carolyn Brown John Yip-Chuck	in progress Actually, no progress to date. Please note that the request from certification committee has not been followed up by Anne Brennan. Let's review whether this is still an issue.

Action Items from Previous Meetings

	Action Item	Person(s) Responsible	Status
24.	The support package/toolkit for the branch and twig administrators needs reading by Michelle, Caitlin, and a few members of the exec (then to translation). CHANGED	Margaret Shaw	in progress
25.	Elizabeth d'Anjou to keep in touch with Anne Fonteneau and give her contact names or information in support or encouragement of the possibility of an online French editing program, and to keep Marie-Christine Payette and Stacey Atkinson informed.	Elizabeth d'Anjou Stacey Atkinson Marie-Christine Payette	ongoing Anne Louise sent a letter of support for the program to U Laval; Anne Fonteneau will attend part of our March meeting.
26.	John Yip-Chuck to look into interac e-transfers to receive fees (instead of by credit card). CHANGED John to talk to Greg about this.	John Yip-Chuck Greg Ioannou	in progress (Currently not practical. Checking to see if new WildApricot system will accept Visa debit.)
27.	Berna Ozunal and Elizabeth d'Anjou to talk about publication of MPES.	Berna Ozunal Elizabeth d'Anjou	DONE
28.	Berna Ozunal to talk to Karin Cather about the information for writers document that she is working on: ideas about rates could be discussed, but no specifics. CHANGED Anne Louise Mahoney to take it over and to talk to Gael Spivak about it.	Berna Ozunal Anne Louise Mahoney Gael Spivak	in progress
29.	NEC to read the waiver agreement that Berna Ozunal put together and discuss.	NEC	in progress I will share with everyone on Google Drive prior to meeting. After that we hope to have the lawyer look at it. — Berna

Action Items from Previous Meetings

	Action Item	Person(s) Responsible	Status
30.	Michelle Ou to let branches and twigs know that the Editors Canada brand needs to be on all the branch and twig communications.	John Yip-Chuck	
31.	Patricia MacDonald to send the document on committee descriptions on to translation.	Patricia MacDonald	in progress English documents still being finalized
32.	Patricia MacDonald, Breanne MacDonald, and Alexandra Peace to practice using technology (Zoom?) to have members attend meetings who might not otherwise be able attend in person.	Patricia MacDonald Breanne MacDonald Alexandra Peace	in progress
33.	Carolyn Brown and Berna Ozunal to transfer email addresses and people from the Toronto mentorship program to the national program.	Carolyn Brown Berna Ozunal	DONE I think this was in reference to members who wanted to participate in the program — I am checking to see if there are any names other than the one I know of for sure. — Berna I have included those involved in the Toronto branch program either as committee members for the new program or as mentors. CB
34.	Greg Ioannou will approach other associations (Canadian Media Guild, Canadian Society of Magazine Editors, Professional Writers Association of Canada, and Association of Registered Graphic Designers) to do joint advocacy on behalf of editors and writers regarding unfair contract practices by major corporations and report back to the NEC.	Greg Ioannou Patricia MacDonald	DONE All outstanding issues have been resolved.

Action Items from Previous Meetings

	Action Item	Person(s) Responsible	Status
35.	John Yip-Chuck to look into the feasibility of creating a directory of trainers and report back to the NEC.	John Yip-Chuck	on hold until WildApricot is in place This might be something that the new WildApricot system could handle. Will know better in the spring. JY
36.	John Yip-Chuck will talk to Michelle Ou about sending in-house job ads to the geographically pertinent branch/twig administrators directly (through Drupal), and to have Caitlin Stewart do this on an individual basis in the interim.	John Yip-Chuck Michelle Ou	on hold until WildApricot in place We need to move away from manual administrative procedures and find automated technology solutions. Will investigate possibilities in WildApricot. JY

Action Items on Hold

	Action Item	Person(s) Responsible	Status
37.	Breanne and Patricia to talk about the 'Ask an Expert' idea, develop it, and bring it back to NEC.	Breanne Patricia	
38.	Michelle Ou to work on populating the calendar with items such as AGM, certification deadlines (after the new Executive Director arrives).	Michelle Ou	on hold until website is more stable Calendar on updated website is a bit buggy. -MO
39.	Anne Louise and Marie-Christine Payette will take the policy and procedure documents, adapt and translate them, and send them on to Agrément committee.	Anne Louise	on hold until (waiting for the French translation of the Certification policy and procedures – those are in the translation queue)

Action Items on Hold			
	Action Item	Person(s) Responsible	Status
40.	Anne Louise Mahoney to find a francophone to translate the internship documents (from Canadian Intern Association).	Anne Louise Mahoney	On hold – document is very long and probably too much to ask of a volunteer. Can we find shorter guidelines or something that exist in both FR and EN?
41.	Michelle Ou to work on populating the annual to-do calendar with work-back dates.	John Yip-Chuck	On hold for now – other priorities during this busy time! ALM Should try to identify which items to begin with first and level of detail needed--otherwise this could become an administrative quagmire. JY

Action Items Done by March, 2017			
	Action Item	Person(s) Responsible	Status
1.	John Yip-Chuck will pay the Tom Fairley Award judges \$250 each, starting in 2017.	John Yip-Chuck	DONE Yes, money from Prairie Provinces branch was allotted for this.
2.	NEC directors to encourage all the committees to use Zoom instead of Accutel for the conference call.	NEC Breanne MacDonald	DONE CSC is using it (Ed'A)
3.	The directors of the regions to be allocated travel money to visit some of the smaller twigs.	Carolyn Brown	DONE I should have time in April or May to visit Calgary, Edmonton, and/or Manitoba, and I think it would be a good idea. MS. \$3000 was allocated in the budget based on this request, CB
4.	John Yip-Chuck to direct Michelle Ou to inform the membership of the increase in membership dues.	John Yip-Chuck Michelle Ou	DONE Michelle sent out e-blast to membership Dec. 1, 2016.

Action Items Done by March, 2017

	Action Item	Person(s) Responsible	Status
5.	Gael Spivak and Anne Louise Mahoney to develop a template for the committee chairs to develop their work plan and report their activities according to the strategic plan.	Gael Spivak Anne Louise Mahoney	DONE Submitted to John. New template was used for this meeting – we will discuss how to improve the process. ALM
6.	Gael Spivak and Elizabeth d’Anjou to review existing partnership agreements and suggest revisions that close the loophole of Canadian members joining foreign organizations for a lower membership rate and receiving full member benefits.	Gael Spivak Elizabeth d’Anjou	DONE and voted on. I (Gael) had forgotten this was on the list, and was working from my own notes. I did this in December.
7.	John Yip-Chuck to direct Michelle Ou to send letters (snail mail) to lapsed members (who have requested no emails), including an exit survey, an invitation to return, and an offer of a free webinar.	John Yip-Chuck	DONE This was done last fall (Nov 30 and Dec 1). A few people renewed their membership! ALM
8.	Berna Ozunal to discuss wording for volunteer recognition certificates with Nancy Foran and send to Anne Louise Mahoney.	Berna Ozunal Anne Louise Mahoney	DONE Volunteer designer has created a template. Getting feedback on it now. ALM
9.	Anne Louise Mahoney and Berna Ozunal to find members to fill the Active Voice task force brief.	Berna Ozunal Anne Louise Mahoney	DONE We have five experienced and engaged members on the task force. We hope to do a survey of members in April, report to the NEC in May, and have members vote on the findings/plan for AV in June. ALM
10.	Carolyn Brown to look into the HST transfer of funds between the Toronto branch and the national office.	Carolyn Brown	DONE

Action Items Done by March, 2017

	Action Item	Person(s) Responsible	Status
11.	Patricia MacDonald to send volunteer rewards research to Breanne MacDonald to load into Google docs.	Patricia MacDonald Breanne MacDonald	DONE
12.	Carolyn Brown to consult with Breanne MacDonald and conference committee about 2017 conference (to make things simpler for the budget/preconference workshops).	Carolyn Brown Breanne MacDonald	DONE Yes, decision to include opening reception in conference budget and assist host branch to ensure preconference seminars break even.
13.	Margaret Shaw to get a reply from Saskatoon on whether they would like to host the 2018 conference, by their next meeting.	Margaret Shaw	DONE Tentative yes (80% sure as of March 13).
14.	Stacey Atkinson and Michelle Ou to find out if can get data after each webinar.	Stacey Atkinson Michelle Ou	DONE Yes
15.	David Johansen and Stacey Atkinson to follow up with PWAC to discuss how to work together in NB.	David Johansen Stacey Atkinson	DONE PWAC does not need our partnership at this time for the New Brunswick event.
16.	John Yip-Chuck to request reports with more notice than one week for the twigs.	John Yip-Chuck	DONE We had lots of lead time and reminders this time! ALM
17.	John Yip-Chuck to find out how much it cost last time NEC had a meeting in Montréal.	John Yip-Chuck	No longer relevant. ALM
18.	David Johansen to ask/talk about hotel/meeting room in Montréal.	David Johansen	No longer relevant. ALM
19.	Greg to find a new national magazine committee chair for 2016–17.	Greg Ioannou	DONE Carol Harrison is the English editor-in-chief for 2017 (Fabiola is returning as French editor-in-chief). ALM

Action Items Done by March, 2017

	Action Item	Person(s) Responsible	Status
20.	Marie-Christine Payette to see if a Francophone could be found to be part of the training and development committee.	Marie-Christine Payette	DONE Gilles Vilasco accepted to do it. Stacey Atkinson asked him.
21.	Breanne MacDonald and Margaret Shaw to investigate Saskatoon and Edmonton as possible locations for Conference 2018.	Margaret Shaw Breanne MacDonald	DONE
22.	Stacey Atkinson to discuss various options with the director of training and development at APMP and bring a proposal for exchange back to the NEC.	Stacey Atkinson	DONE

Appendix D — Committee, Branches & Twigs Reports, Requests Summary

President

- Ask for help if you need it – we're heading into the home stretch!

Awards Committee

- no requests at this time

Vice-President

- Just chokit.

Student Relations Committee, Mentoring Taskforce

- no requests at this time

Past President

- no requests at this time

Secretary

- no requests at this time

Conference Committee

- no requests at this time

Communications

- no requests at this time

Communications and Marketing Committee

- Once I have submitted a draft of the membership survey report, it would be helpful to have feedback on what kind of information would be most helpful for nec directors and their committees. My preference would be to limit this to one or two questions per committee and then compile the requests into one document that would be sent to me. Thanks

The Editors' Weekly

- no requests at this time

Director, East

- no requests at this time

Editors Toronto

- It would be helpful to know if and when any money will come to the branches from Editors Canada webinars

Editors Kitchener-Waterloo-Guelph, Editors Hamilton-Halton, Editors Kingston, Section Québec-Atlantique, Editors NL

- no requests at this time

Editors Nova Scotia

We want to thank the staff for getting us the updated financial information (we seemed to have gained about \$3000!). We have already requested a single year's breakdown of income and expenses, but there's no rush on that and we know they are busy.

We would also like to thank John Yip-Chuck for his lovely reminders about the quarterly report. This made our lives easier.

We saw the survey for Atlantic Canadians went out, and we're hoping that we will get to see the results as soon as they are available (possibly before the general membership?). We are greatly affected by those results, particularly the question about the possibility of becoming a branch!!!!

Director, West

- In the template for this report and other reports, it would be useful to provide a link to the strategic plan and to state dates for the quarter (e.g., is it from Jan. 1, or from the last NEC meeting? Does the reporting period end on the day of the report, on the date of the Q1 NEC meeting, or on March 31? I realized that I don't know).
 - *Using this template, it strikes me that there is nowhere to mention branches' and twigs' challenges. I think we should consider putting that space back in. For now, I have included challenges in the Successes and Accomplishments space. Please delete them if they are not meant to be included in this report.

Editors British Columbia, Editors Edmonton, Editors Manitoba, Editors Saskatchewan

- no requests at this time

Editors Calgary

- Once the transfer of PPB funds to the Calgary twig account is completed, we'll feel more secure about offering more workshops and initiatives. However, it would be very helpful to have a regular and reliable flow of information about the twig's finances (see below). It is difficult to plan when we don't know what's going on with the funds available to the twig. We are counting on a successful February workshop and the PPB transfer to cushion us if the April workshop is less successful.

Francophone Affairs

- no requests at this time

Publications

- I am not sure what is expected of me re: MPES — We had a couple calls and a meeting, and I started a document on Google Drive to add potential contributors, but then I sort of fell off the train...I would like clarity on this — who is in charge of these? Is it the certification committee? How do we get this going?
- Do we have a budget for publishing chapbook? Is 7,000 words enough? Can we do this with the Espresso Book Machine?

Publications Committee

- We need more committee members.

Standards

- Please can we officially vote in the contract revision TF brief. (Brief is done & was approved by everyone involved, the work is well under way, I just forgot to put it to a vote. This TF now reports to membership director, but I helped get it going so this is in my report.)
- Should we make standards communications an official task force? (I think probably yes; I had thought its work would be a matter of a few months, but now see it as more of a year-long thing; it wd be good to have it on the books. OR we could be a communications subcommittee.)
- What can we do for/with the student editors' organization at Université Laval? Benoit, their adviser & an Editors' Canada member, has asked if we could offer some kind of support/sponsorship/partnership.
****Can we commit to Foundations testing vote at AGM, do we need to plan a special meeting, or shd we leave it TBD in a few weeks?

Certification Steering Committee

- Please ensure that the association is marketing the professional certification program frequently and effectively, according to the framework we have provided. Important marketing messages for 2017:
 - o Editors Canada has been certifying editors for 10 years now.
 - o The 2017 exams will be based on the 2016 standards.
 - o It's what you've been waiting for – computerized testing is here!

- o Updated study guides for the copy editing and stylistic editing tests will be available this spring.
- o We have provided many resources to help you prepare: new study guides, lots of information on the website, conference session on preparing for the test and a webinar on preparing for the test.

- Please assume responsibility for the file sharing and storage platform, and for the proposed test bank database.
- Please continue to help us promote our professional certification program at the branch and twig levels, as well as to non-members of Editors Canada.

Comité Agrément/Principes

- Remplacez Sébastien Koch par une personne bilingue (please, please, please) ayant un bon français parlé et écrit
- J'aimerais recevoir un état financier du CAP pour faciliter la préparation de mes rapports semestriels.

Training and Development

- no requests at this time

Training and Development Committee

- no requests at this time

Volunteer Relations

- I will need help finding new chairs for the volunteer management committee and the member services committee. My efforts so far have not been successful.

Facebook Members' Group Moderator, List Monitor, Member Services Committee

- no requests at this time

Volunteer Management Committee

- I discussed with Patricia, Gael, and Anne Louise about the possibility of creating a new monthly profile piece that would feature a member of the NEC or chair of a national committee. The profiles would be more casual and approachable than our website bios and give members the opportunity to get to know the members of the governance as people, beyond their role in the association. It would also give committee chairs a bit more exposure, which doesn't always happen, depending on the portfolio.

Executive Director

- Please identify and outline a specific number of manageable accomplishments for the next couple quarters, while still leaving room for new ad hoc initiatives that may crop up in that same timeframe

Appendix E — NEC Contract Update Taskforce Brief

NEC Taskforce Name	Contract Update
NEC Taskforce Supervisor	Patricia MacDonald
Taskforce Leaders	Kaarina Stiff, Dawn Oosterhoff
Taskforce Members	as above
Assigned Staff	
Date Struck	November 4, 2016
Assigned Deadline	June 11, 2017

Objective

State the intended result	An updated version of the Standard Freelance Editorial Agreement (template).
Summarize the project	Review the agreement template and the updates suggested thus far by previous volunteers who have worked on it. Revise as appropriate, soliciting member feedback on at least one draft version. Revisions should include updates to definitions of editorial tasks, to comply with new Professional Editorial Standards (2016).
List related strategic goal	Innovative & agile (“Get things done.”) Membership: Increased & engaged (“Allow this to happen organically through the activities of the association and new services. ”)

Project Plan

Deliverable

Describe the expected deliverable (a report, research, recruitment, etc.)	An updated standard contract template, in downloadable Word file + pdf as before and/or other format TBD by task force members.
---	---

People

Office staff	Michelle (for member communications)
NEC members	Patricia MacDonald (as director of Member Services); Elizabeth d’Anjou, Greg Ioannou (interested NEC members who have worked on this project and are willing to be resources)

Related committees

Other volunteer requirements	To be determined and recruited by task force leaders if and as necessary.
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Describe ongoing involvement

Time and work required

Define project phases. Outline the tasks required at each phase. Indicate contingencies. Estimate the time involved and deadline. Include ongoing resourcing requirements.	<ul style="list-style-type: none"> Review current version and proposed changes; consider whether to translate finished product to French (September–December) Develop revised draft (December–March) Propose launch-related event at conference if appropriate; recruit translator if needed (TBD) Solicit member feedback on draft (April) Revise draft & prepare appropriate member communications to accompany final version (May) Launch new version (June)
--	---

Budget

Indicate if budget has been allotted

Estimate expenses required	Only expected expenditures are small (e.g., conference calls, producing hard copies for distribution at conference) and can come out of office budget.
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Estimate expected revenues	Nil, although the association may want to consider making the template only available to non-members for a small fee.
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Estimate ongoing financial impact

Wrap-Up

Summarize the project results

Was the intended result achieved?

Was deliverable presented?

Plan and milestones

When	What	Status
Sep–Dec	Review current version and existing proposed changes (work already begun). Consider whether to translate final copy into French and make recommendations to NEC.	Ongoing
Dec–March	Develop revised draft.	

When	What	Status
April 2017	Solicit member feedback on draft. Propose launch-related event at conference if appropriate; recruit translator if needed.	
May 2017	Revise draft & prepare appropriate member communications to accompany final version.	
June 1, 2017	Final revised contract ready for upload to website (but held until launch)	
June 10–11, 2017	Session or other launch event TBD at conference	

Appendix F — Notes from In-house Membership Breakout Group

We discussed a multi-pronged approach to improving services for in-house members and visibility among potential members and their employers:

- Building relationships with employers/companies
 - Stress benefits of hiring Editors Canada members and certified editors as assets in hiring
 - Create a “hiring hall” of short-term editors for overflow and casual needs of employers
- Create a corporate membership or group rate
 - Supposedly we have one, but it cannot be located on the website
 - Promote this to employers
 - Create a corporate package
 - discounted group rate
 - credits for professional development (seminars and webinars) for employees
 - one-year introductory period
 - demonstrate value in that first year
- Target certain sectors
 - Publishing
 - Printing
 - Media
 - Banks/financial services
 - Government departments that publish significant volume of documents
 - Advertising firms
 - Unions
- Message to employers
 - Return on investment – membership can supply professional development needs – any tax benefits?
 - Quality argument – improves quality of employers’ publications
- Services to retain in-house editors who join
 - Seminars for editorial management
 - General management training
 - How to manage editorial units
 - How to negotiate a higher salary
 - How to manage publication projects
 - Understanding design and working with designers
 - Learn InDesign
 - Photo rights and permissions
 - Production editing
 - Web content management systems
 - Regular survey of corporate members for their needs
 - Repeat rate and salary survey to help in-house editors know what salary to negotiate

- Create an award for in-house editors
 - Fairley Award is generally from the book industry, but need not be – corporate publications should be included and encouraged
 - An award for in-house editors could be for a project or for a body of work
 - Corporations can nominate employees for the award
 - Use the award on publicity for their organization
 - Idea of award needs to be further developed

Appendix G — Notes from Revenue Streams and Technology Group

Breakout attendees: Greg Ioannou, Patricia MacDonald, Berna Ozunal, Margaret Shaw, Gael Spivak

General thoughts

- Technology is the easiest way to reach remote members.
- Remote can mean other things than geographically. “Isolated” might be a better term. Reasons could include psychological, financial, physical.
- Advantages of attending a meeting: Networking, raising your profile.
- Do we have too many blogs? Should we consolidate branch blogs and the national blog? (But people feel attached to / passionate about their local blogs.)
- How else could we reduce the requirement for volunteers?

Actionable ideas

1. Use Skype, Zoom, Google Hangout or similar to connect remote members
 - SfEP has Skype meetings. Janet MacMillan is an SfEP member and is interested in
 - ChumBuggy is a video chat platform. Four or five people could sign on
 - Google Hangout is free for up to ten people
2. Have “bleisure” trips – biz trip and leisure – could include workshops, or not
 - E.g., an editors’ retreat
 - Could go to rural beautiful spots
 - These could be money-making events
 - Nfld is going to a spa for a Pro D retreat – work in the day, socialize in evenings
 - Could involve ACES
 - How about a Francophone retreat?
 - Or a local branch could organize one – give them some extra money
 - How about if you sign up 15 people you get to go for free
 - Or if you bring four friends, you all get 20% off
3. “Retreats” in an urban centre would be cheaper – e.g., bring editors together in a café – a co-workers’ group
4. Offer on-demand workshops to big corporations. Market Editors Canada’s ability to provide workshops/training.
 - Toronto has been approached twice in past month to provide training on site
 - O-G branch does training
5. Have more and smaller twigs
 - How about having smaller twigs
 - How about plotting member locations on a map and identifying clusters, then supporting the formation of new twigs – some members may not know there are others nearby
 - Carolyn Burke had a map of member locations – does the office still have access to this?
6. Find ways to encourage more people to go to conferences
 - How about a reduced conference fee if you live far away?
 - How about a lottery for free admission?
 - For example, members answer the question “Why do you want to go to the conference?”

- Replies rotate on Editors Canada website
 - All those who submit answers are eligible for a draw for free conference admission
 - Discounted airfare or rail fare? (Note: Conference organizers already organize this.)
 - Patricia went to her first conference to meet her Facebook friends.
7. Hold roundtable discussions
 8. Offer certificates
 - ACES holds a boot camp and issues certificates
 9. Reward members
 - Members-only dinner with a guest speaker
 - Other opportunities available exclusively to Editors Canada members

Appendix H — Environmental Scan of Online Training Opportunities

Possible EC partner organizations

1. ACES (American Copyeditors Association) <http://www.copydesk.org/professional-training/>
 - Already an EC partner. Courses tend to be oriented to journalism.
 - Offers webinars
 - Archived webinars available for purchase
 - No free items
 - Online synchronous courses in advanced editing and audience-focused editing
 - Online asynchronous courses - individual courses from basic editing certificate, for self-study
 - Not for credit
 - Certificates offered, basic and advanced
 - Certificate courses graded, certificate courses pass = 80% on final online assessment
 - Cost From \$10 for archived webinars for ACES members to \$475 for advanced editing certificate package

2. AMWA (American Medical Writers Association) <http://www.amwa.org/education>
 - Medical communicators, including editors. Most training is explicitly oriented to medical and health communications, but mutual member discounts on training might be useful to both organizations.
 - Offers webinars
 - Archived webinars: one-year access available to AMWA members for purchase. Members who take a live webinar have free access to the archived recording for one year. Archived webinars remain available for purchase indefinitely.
 - Free to members: some webinars and archived webinars, “Pocket Trainings”
 - No online synchronous courses
 - Online asynchronous courses:
 - 1) FIT (Fast Interactive Training) - 15-minute focused modules on topics such as misplaced modifiers or dangling participles
 - 2) Pocket Trainings - mini-tutorials in short documents.
 - Continuing professional development credits for holders of Medical Writer certification
 - Certificates are available only through self-study modules or in person at conferences
 - Grading: self-study certificate courses pass = 80% on final assessment; in person courses are pass/fail
 - Cost: From \$15 for FIT (members only) to \$55 for webinars (live or archived, members price).

3. Copyediting.com <https://www.copyediting.com/individual-training/>
<https://www.copyediting.com/group-training/>
 - Private American company that offers training and publications for editors. Also offers customized private training to companies or organizations.
 - Offers webinars categorized by skill/experience level
 - Archived webinars available for purchase and download
 - Occasional free audio webinars
 - Online synchronous courses:
 - 1) In-Depth Courses are multi-session audio or webinar courses with handouts and group interaction.

- 2) Mentoring and Mastermind Groups meet regularly online for several weeks or months.
 - Online asynchronous courses: In-Depth Courses may be completed on demand
 - No courses for credit
 - No courses for certificate
 - Courses not graded
 - Cost: \$79 per webinar, course costs depend on number of sessions e.g. \$175 for four sessions.
4. EFA (Editorial Freelancers Association) <http://www.the-efa.org/eve/education.php>
- General group, with international membership
 - Offers webinars
 - Archived webinars: all webinars are recorded and available to participants. Archived webinars may be purchased.
 - Occasional webinar recordings and other items on basics such starting a freelance career, making the most of your EFA membership
 - Online synchronous courses: online courses may be completed synchronously with online discussion
 - Online asynchronous courses: online courses run over multiple weeks and may be completed on demand
 - No courses for credit
 - No courses for certificate
 - Courses not graded
 - \$39–\$59 member price per webinar, course costs depend on number of sessions e.g. \$179 for 4 weeks.
5. Plain Language Academy <http://www.plainlanguageacademy.com>
- Private Canadian group that offers courses on plain language and clear communication. Currently six Foundation courses, more under development on specific topics. Also offers customized private training and presentations.
 - No webinars
 - No archived webinars
 - Free for members:
 - 1) Google Hangouts on specific topics
 - 2) Video interviews with plain language experts on Facebook and YouTube.
 - Online synchronous courses: online courses may be completed synchronously with online discussion
 - Online asynchronous courses: online courses run over multiple weeks and may be completed on demand
 - No courses for credit
 - Letter of completion after taking all six Foundation courses
 - Courses not graded
 - Cost: \$189 per course, with occasional discount offers
6. SfEP (Society for Editors and Proofreaders) <http://www.sfep.org.uk/training/>
- UK editors' association with an increasingly international reach and membership (largely as a result of online course offerings)
 - No webinars

- No archived webinars
- No free items
- No online synchronous courses
- Online asynchronous courses: categorized by skill/experience level. All online courses offer access to course materials over 4 or 5 months and are completed on demand. Senior-level mentored courses via distance learning.
- Credit: SfEP member level upgrade points earned for completing courses
- No courses for certificate
- Grading: Varies - some courses are self-assessed and offer a certificate of completion, others are graded by an assigned tutor. Participants in mentored courses are graded in the number of member level upgrade points awarded
- Cost: Ranges between £99 and £149 (GBP), member pricing.

7. STC (Society for Technical Communication) <https://www.stc.org/education/>

- Includes technical writers and editors, with specific relevant course offerings such as Technical Editing Foundations
- Offers webinars
- Archived webinars: all webinars are recorded and available to participants. Recordings may also be purchased one month after live presentation
- Unknown whether anything is free for members
- Online synchronous courses: online courses may be completed synchronously with online discussion
- No online asynchronous courses
- Credit: Continuing professional development credits for holders of CPTC certification
- Certificates available to online course participants who attend live sessions and complete required assignments.
- Grading: pass/fail
- Cost: unknown

8. Education Institute of The Partnership (EI)

http://www.thepartnership.ca/web/PARTNERSHIP/Education_Institute/Welcome/PARTNERSHIP/Education_Institute/Welcome.aspx

- Professional development for librarians, a nice example of how webinars are offered and marketed. Run by The Partnership, the association of all Canadian provincial and territorial library associations, and hosted by the Ontario Library Association.
- Offers webinars
- Archived webinars: participants receive a link to a streamed webinar recording. Recordings may be purchased, but not all sessions are recorded.
- Occasional free webinars
- Online synchronous courses offered, 3-6 weeks
- Online asynchronous courses offered
- Offers continuing professional development credits
- Certificates: Course credits can be used toward a separate certification program run by The Partnership, the Continuing Education Certificate <http://cec.laa.ca/default.aspx#.WHenUbmV6pp> This certificate is recognized by the member associations of The Partnership.
- Grading: Varies. Webinars are not graded. Courses may be.

- Cost: \$45 per webinar, member rate; \$55 for non-members. A one-site unlimited registration option permits groups at one work site to register for and view a webinar together.

9. Rédactia <http://www.redactia.com/>

- Commercial firm offering training in editing and writing skills, courses in effective use of MSWord and MSOutlook. Focus on effective office communications (email, reports, websites, procedure manuals). Offer in-house courses for organizations and public courses in Montréal, Québec, Sherbrooke, Trois-Rivières & (soon) Gatineau.
- Courses and webinars do not appear to be offered online.
- Cost: public courses \$495 for one day plus one hour of follow-up post-seminar. Prices for organizations negotiable.

10. Centre de perfectionnement en français écrit (CPFE) <http://www.cpe.gc.ca/>

- Commercial firm in Québec offering instruction in written French, focusing on clear and effective business communications. Offer four levels of “Français correctif” and courses in administrative editing and editing of reports and proceedings.
- Distance courses are offered, but not online (mailed packages of course materials, exercises submitted by email, fax or post)
- Distance courses are 12 weeks long.
- Assignments are marked
- Cost: \$525 per course

Comparison of features:

	Organizati on	Webi nars	Archi ved webi nars	"Free to membe rs" items	Online courses (synchro nous)	Online courses (asynchro nous)	For credi t?	For certifica te?	Grad ed?	Cost
	<i>Possible partner orgs</i>									
1.	ACES	Yes	Yes	No	Yes,	Yes	No	Yes	Yes	\$10- \$475
2.	AMWA	Yes	Yes	Yes	No	1) FIT 2) Pocket Training	Yes	No	Yes	\$15- \$55
3.	Copyediti ng.com	Yes	Yes	Yes (occasi onal)	Yes,	Yes	No	No	No	\$79 up
4	EFA	Yes	Yes	Yes (occasi onal)	Yes	Yes	No	No	No	\$39– \$59 membe r price per webina r

	Organizati on	Webi nars	Archi ved webi nars	"Free to membe rs" items	Online courses (synchro nous)	Online courses (asynchro nous)	For credi t?	For certifica te?	Grad ed?	Cost
5	Plain Language Academy	No	No	Yes	Yes	Yes	No	Letter of complet ion	No	\$189/c ourse
6	SfEP	No	No	No	No	Yes	Withi n prog ram	No	Vari es	£99- £149
7	STC	Yes	Yes	?	Yes,	No	CPT C credi ts	Yes	Yes, P/F	?
	<i>Other organizati ons</i>									
8	EI (The Partnershi p)	Yes	Yes	Yes	Yes	Yes	Yes	Within The Partner ship's CEC progra m	No	\$45- \$55
	<i>En français</i>									
9.	Rédactia	No	No	No	No	No	No	No	No	\$495/d ay
1 0.	CPFE	No	No	No	Distanc e, not online	No	No	Unkno wn	Mar ked	\$525/c ourse

University and College Courses Related to Editing

Courses offered by colleges and universities related to editing tend not to be part of university language courses (which are rarely offered online) but editing-specific continuing education, which can often be online. English-language institutions listed here all offer online courses related to editing.

In alphabetical order by province:

Province	University or college	Program description	Online courses (asynchron ous)	Individual courses?	For certific ate?	For deg ree ?	Cost
Alberta	Mount Royal	Technical Writing	Yes	Yes	Yes		

Province	University or college	Program description	Online courses (asynchronous)	Individual courses?	For certificate?	For degree?	Cost
	University						
		Professional Editing	Yes	Yes	Yes		
	University of Alberta	MA in Communications & Technology	Yes			M.A.	
	University of Calgary	Professional Writing Certificate	Yes	Yes	Yes		
British Columbia	UBC	Professional Communication	Yes	Yes	Yes		
	Simon Fraser University	Editing	Yes	Yes	Yes		
	SFU (cont.)	Technical Communications	Yes	Yes	Yes		
		Plain Language	Yes	Yes	Yes		
Ontario	Centennial College	Professional Writing	Yes	Yes	Yes		
		Business Writing	Yes	Yes	Yes		
	George Brown College	Writing and Publishing	Yes	Yes	Yes		
	Ryerson University	Publishing	Yes	Yes	Yes		
	eCampus Ontario	multiple options through multiple universities and colleges	Yes	Yes	Yes		
Québec	Université Laval	Traduction et Revision	Yes	Yes			
		Certificat en rédaction professionnelle	Yes	Yes	Yes		
	Université de Montréal	Certificat de rédaction professionnelle:	Yes	Yes	Yes		
	Université de Québec à Montréal	Certificat en composition et rédaction françaises	Yes	Yes	Yes		
	Université de Québec à Trois-Rivières	Traduction	Yes	Yes	Yes	Yes	
	Université de Québec, TÉLUC	Programme court de perfectionnement en français écrit	Yes	Rédaction fondamentale three credits	Yes		

Province	University or college	Program description	Online courses (asynchronous)	Individual courses?	For certificate?	For degree?	Cost
				Rédaction administrative three credits	Yes		
				Rédaction scientifique et technique three credits	Yes		
	TÉLUC (cont.)			Écriture de communication three credits	Yes		
Nova Scotia	Dalhousie University	Technical Writing	Yes	Yes	Yes		
Saskatchewan	Southeast College	Writing and Publishing	Yes	Yes			

Appendix I — Preliminary Webinar Evaluations

WEBINAR EVALUATIONS

Report 3

From November 2016 to January 24, 2017

Background

- 177 responses for 10 EN webinars (138 additional respondents for 5 webinars since October 2016 report).
 - Separate FR webinar report will be provided in May 2017.
- Average of 17.7 respondents to survey per webinar.
 - Number of responses more than tripled since October 2016 report (not sure of total enrolment figures per webinar to make accurate comparison).
- Survey Monkey gives the results cumulatively. That is, results from all webinars are combined.
 - Trend slide shows feedback trending higher since last report.
- Notable findings in this period:
 - Tech problems for presenter (1 webinar).
 - Webinar content not what was expected (1 webinar).
 - Participants have high expectations with technology for webinars, and many have participated in other, non-EC webinars for professional development.

Select Findings

How attendee heard about webinar:

Answer Choices	Responses
From the Editors Canada website	27.27% 48
From my employer or colleague	11.36% 20
Received an email from Editors Canada	64.20% 113
Attended previous webinar	5.66% 10
Editors Canada email forum	6.25% 11
Twitter	2.84% 5
Facebook	13.64% 24
Other (specify)	7.95% 14
Total Respondents: 176	

Select Findings

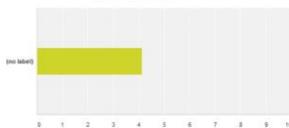
Overall webinar:

	1	2	3	4	5	N/A	Total	Weighted Average
Presentation content	2.84% 5	3.41% 6	10.80% 19	29.55% 52	52.84% 93	0.53% 1	176	4.27
Handouts	1.71% 3	0.57% 1	1.71% 3	8.57% 15	21.14% 37	66.29% 118	175	4.39
Webinar exercises	3.43% 6	4.57% 8	6.29% 11	9.71% 17	10.80% 19	65.14% 114	175	3.57
Discussions	4.55% 8	6.25% 11	12.50% 22	22.73% 40	17.61% 31	36.36% 64	176	3.67
Pace of presentation	2.84% 5	6.82% 12	9.09% 16	39.20% 69	41.40% 73	0.53% 1	176	4.10

Select Findings

11b. How well did the webinar meet your expectations?

Answered: 171 Skipped: 0



	1	2	3	4	5	N/A	Total	Weighted Average
(no label)	0.59% 1	6.43% 11	12.28% 21	19.30% 33	55.56% 95	0.85% 1	171	4.13

Comments: (2)

Select Findings

- Technology experience:
 - Quality of audio (4.46/5.00)
 - Quality of video (4.36/5.00)
- Preferred format:
 - 32% say delivery format doesn't matter
 - 17% say in-person is preferred
 - 51% say in-person is not preferred
 - 81% say they would take another webinar
 - 96% say they would recommend the webinar just taken to others

Feedback trending higher

	1	2	3	4	5	NA	Total	Weighted Average
Presentation content	5.13%	2.86%	13.87%	43.89%	35.99%	8.89%	39	4.03
Handouts	5.26%	8.89%	5.26%	15.79%	18.42%	55.39%	30	3.94
Webinar exercises	5.13%	5.13%	7.69%	5.13%	12.87%	64.09%	39	3.43
Discussions	5.13%	5.13%	15.38%	15.38%	17.98%	41.87%	39	3.81
Pace of presentation	5.13%	5.13%	7.69%	13.87%	25.21%	43.89%	39	3.95

	1	2	3	4	5	NA	Total	Weighted Average
Presentation content	2.84%	3.41%	19.80%	29.54%	53.04%	8.37%	176	4.27
Handouts	1.71%	6.87%	12.71%	6.87%	25.14%	46.29%	175	4.39
Webinar exercises	3.47%	4.57%	6.29%	9.71%	19.80%	65.14%	175	3.57
Discussions	4.56%	6.29%	12.86%	22.71%	17.81%	36.39%	176	3.87
Pace of presentation	2.84%	6.87%	10.29%	30.29%	47.48%	4.27%	176	4.10

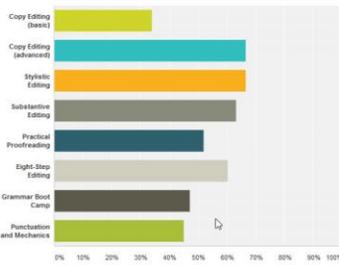
Based on 5 webinars, 78% would recommend that webinar to others.

Based on 10 webinars, 96% would recommend that webinar to others.

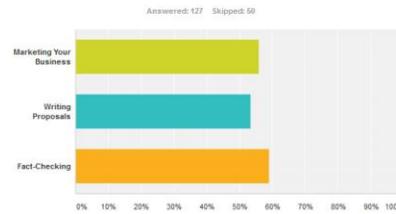
Suggestions to improve feedback

- Vet the content more with the presenter to ensure learning objectives will be achieved. Managing participants' expectations is still an issue.
 - This could be done at the time the webinar is confirmed with presenter, or committee could reach out to presenter weeks/months before presentation. At test run (1-2 weeks out), we encourage polling questions and use of Q/A, but we aren't able to suggest a radical re-think.
- Clarify if the intent of the webinar is "informational" or "instructional". Overall, people expect practical, expert advice that they can apply to their work.
- Our interactive options with Zoom are limited and this may be impacting outcomes. People want more visuals and more structured Q/A.
- Participants want handouts or slides earlier/before presentation to be prepared and want information sooner that is made available after webinar.
- Presenter's pace was also an issue for many people. They were willing to have longer webinars for information they felt was valuable but rushed. Hard to cater for participants' breadth of experience. Making target audience (beginning or experienced editors) clearer may help.

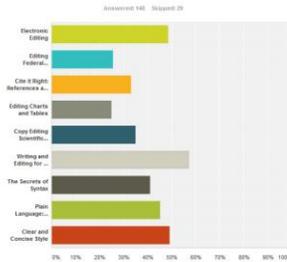
Future Topics – Core Skills



Future Topics: Business-Related Skills



Future Topics – Specialized Skills



Appendix J — Information on Google AdWords

From: <googlefor nonprofits-noreply@google.com>

Date: Thu, Aug 20, 2015 at 1:06 AM

Subject: Google Ad Grants Enrolment Approved

Congratulations! We're pleased to inform you that Editors' Association of Canada has been approved for Google Ad Grants. We're glad to have you as part of the program and we hope that your AdWords grant will help you find additional support for your nonprofit.

IMPORTANT: Please note that the AdWords system and interface is designed for our paying advertisers. You may find that some features or advertising opportunities may be restricted within your account. It's important to learn the key differences between a Google Ad Grants account and a regular AdWords account, and set your account settings accordingly.

Google Ad Grants accounts:

- have a daily budget set to USD 330 dollars total for ALL campaigns, which is equivalent to about USD 10,000 per month
- have a maximum cost-per-click (CPC) limit of USD 2.00
- only run keyword-targeted campaigns
- only run text ads
- only run ads on Google search result pages and not on the Google Network
- run ads for as long as your organization remains actively engaged with your AdWords account
- per Google Ad Grants guidelines, you are required to log in and manage your account at least once per month. Failure to log in for three consecutive months may result in your account being automatically cancelled or paused.

If any of your settings are not according to the Google Ad Grants guidelines, please make the adjustments to your account now.

Below are some very important steps you'll need to take, so please read this carefully.

1. Create your campaigns

Please note that although your account is now active, you still need to set up your campaigns in order to start running. When you're ready to start, please sign in to your account at www.adwords.google.com and create your first campaign. Learn how to create your campaign at:

<https://support.google.com/nonprofits/answer/1689506?hl=en>

Your ads should begin to run once you've created your campaign. If you want to preview how your ad looks, use the Ad Preview Tool at www.google.com/AdPreview. Learn more at

<https://support.google.com/adwords/answer/1704363?hl=en>.

2. Monitor your campaign performance

Once you've created your campaigns, it's very important that you enable the Quality Score column within your account and monitor this column on a daily basis for the first 2-4 weeks; this can take as

little as 5 minutes a day if your account is performing well. Quality Score is a vital measure of your campaign's performance, and the first few weeks are when your account will earn its initial quality score. Here's how to enable the quality score column within your account:

<https://support.google.com/adwords/answer/2454010?hl=en>.

In tandem with your Quality Score, you should monitor your clickthrough rate (CTR) which shows how often people who see your ad actually click it. Ideally, you should aim to have a CTR that is above 1% for each of your keywords; the higher the CTR, the better.

Here are some things you can do if a keyword has a CTR of less than 1%, meaning that it generates a lot of impressions but very few clicks:

- Pause or delete that keyword; poorly performing keywords can lower your Quality Score, which can prevent your account from being able to show ads at all.
- Move the keyword to its own ad group with an ad that relates more directly to that keyword. For example, the keyword "elementary school scholarships" might perform better in an ad group whose ad has "Elementary School Scholarships" as the headline in the ad text.
- Combine a singular keyword with other keywords to make it more specific. For example, change "scholarship" to "elementary school scholarship."
- Add more negative keywords to your account
- Search Google for the keyword to learn more about the other search and sponsored link results showing for that keyword. This can help give you ideas for rewriting and differentiating your ad.

As always, when making changes and additions to your AdWords account, we strongly encourage you to only include highly targeted and relevant keywords specific to your organization. The addition of irrelevant and general keywords can negatively impact account performance and may stop the delivery of your ads.

For help resources and guides, please visit <https://support.google.com/nonprofits/>.

We're glad to have you in the Google Ad Grants program.

Sincerely,

Google Ad Grants Team
Application Information:
Charity ID: 128469-0
Organization: Editors' Association of Canada

Appendix K — John Eerkes-Medrano¹ Mentorship Program Committee

Current as of February 26, 2017

1. Mandate

The mentorship program committee is responsible for the continuing management and evaluation of the national mentorship program of Editors Canada. The committee also publicizes and promotes the program.

2. Work performed

- consider and select potential mentors and mentees,
- make the matches,
- provide mentor orientation,
- liaise with the office for invoicing and payment,
- deal with any problems that arise in mentorships, including mediation between mentors and mentees, if necessary,
- conduct evaluation of the program (review mentor/mentee evaluations, annual formal evaluation, etc.),
- report to the national executive council quarterly,
- maintain documentation,
- publicize and promote the program, and
- recommend any changes to the program.

3. Supervision received from

- Director of Training and Development

4. Supervision given to

- Chair(s) of the committee, members of the committee

5. Key relationships

- Mentors (members)
- Mentees (members)
- National office staff

¹ **About John Eerkes-Medrano**

The late John Eerkes-Medrano won the respect and loyalty of the authors he worked with. He was a two-time recipient of the Tom Fairley Award for Editorial Excellence, and was also a teacher and a mentor. Editors Canada's mentorship program is named in his honour.

6. Risks and rewards of committee performance

The following outlines some of the potential risks and rewards that may result from the committee’s work. There is minimal risk of any financial or legal consequences from the committee’s decisions. It should be noted that some of these rewards and risks may result from causes other than the performance of the committee.

Rewards	Risks
The committee’s work to manage the mentorship program can lead to positive relations with mentor and mentee members.	If the committee’s work fails to create a successful program or to mitigate problems with the program, it could result in negative relations with members.
Successfully managed, the mentorship program is a strong addition to the training and development portfolio of Editors Canada.	If the program is not successful, this would result in a lost opportunity for an additional member service.
A steady or growing program can generate some revenue to cover office costs.	Lack of strong committee governance of the program could result in decline of program, although this could also result from other causes outside of the program.
A successful program enhances member and public perception of the association.	Serious breaches of governance or responsibility on the part of the committee could bring the association into disrepute.

7. Qualifications

- Many Editors Canada members could serve as constructive members of this committee. Experience of any kind in mentorship programs (as a mentor, a mentee or in development and operation), or in informal mentorship, is an asset. Background in teaching or training, or service on association committees or in volunteer positions would also provide valuable contributions.

Appendix L — Educational Institution Relationship Tracking Sheet

School name and program description (TO COME)	Key contact(s): name(s), role(s) and contact info	Editors Canada lead contact	Recent contact (meetings, presentations, promo activities etc)
Ontario			
George Brown College http://www.georgebrown.ca/	Lynne Kurylo, Liberal Arts Chair	Berna Ozunal	
Ryerson University http://www.ryerson.ca			
University of Guelph-Humber http://www.guelphhumber.ca			
Centennial College www.centennialcollege.ca			
British Columbia			
Capilano University https://www.capilanou.ca/home.aspx			
Douglas College http://www.douglas.bc.ca			
Langara College http://www.langara.bc.ca			
Okanagan College http://www.okanagan.bc.ca/			
Simon Fraser University http://www.sfu.ca			
University of Victoria http://www.uvic.ca/			
Alberta			
Grant MacEwan University http://www.macewan.ca			
Mount Royal University http://www.mtroyal.ca			
University of Alberta http://www.extension.ualberta.ca			
Saskatchewan			
Southeast Regional College (SK) http://www.ed2go.com/secollege/			

School name and program description (TO COME)	Key contact(s): name(s), role(s) and contact info	Editors Canada lead contact	Recent contact (meetings, presentations, promo activities etc)
Québec			
Université Laval http://www.ulaval.ca			
Université de Québec a Trois-Rivières http://www.uqtr.ca			
Université de Québec en Outaouais http://www.uqo.ca			
Université de Sherbrooke http://www.usherbrooke.ca			
Nova Scotia			
King's College https://ukings.ca			
Province			

Appendix M — Student Affiliate Recruitment and Conversion Strategy (Draft)

In addition to the recruitment and retention of new full members, equally important to the association’s future is the recruitment of student affiliates and their eventual conversion to full membership.

- As of February 28, 2017, the association currently has 203 student affiliate members, representing 16% of our current active membership

Goal A) The association should aggressively increase the number of student affiliate members and try to increase those numbers year after year.

Actions

- ❖ In 2017, the student relations committee has a dedicated budget to attend four or five university career fairs to promote the association and recruit new student affiliate members.
- ❖ The student relations committee (TBC) is undertaking a relationship building campaign to establish regular communications and promotional activities with schools that teach editing or general publishing courses. This is currently in the early stages.
- ❖ Other?

Goal B) The association should increase the conversion of student members to full members.

Actions

- ❖ One suggestion is to offer student affiliate members a \$50 discount on their first full year of membership if they stay on as a full member immediately following their last year as a student affiliate member. In essence, if they convert to becoming a full member, that \$50 discount will have paid for their student membership of the previous year (akin to a \$50 rebate for their student membership).
 - This would be a one-time-only discount and must be done in consecutive years, without any gaps. For example, if you are a student member in 2017 you are eligible for the first-year discount if you become a full member in 2018. But if you were a student affiliate four years ago and not a member since then, you do not receive the first-year discount if joining as a new member.
- ❖ Special communications targeted specifically to student affiliate members should be implemented on a regular basis. These communications can:
 - Highlight the benefits of staying on as a full member when they are no longer students.
 - Other?
- ❖ Promote a resumé builder program to student affiliates to show them how to build up their resumé and skills during their first few years as an Editors Canada member. For example, create something like the following chart (just an example for discussion):

Resumé Builder

The following table outlines possible ways for people new to the editorial profession to augment their previous learnings, to enhance their skills, to boost their resumes, and to establish themselves in the editorial profession over the course of their first three or more years in the field. (disclaimer footnote to come)

In your first year as an Editors Canada member, consider taking three or more of these seminars if provided by your local branch. (Check with your local branch for what is upcoming).	Check those taken
<i>Eight-step editing with Jim Taylor and Elizabeth D’Anjou</i>	
<i>Electronic editing</i>	
<i>Grammar bootcamp</i>	

<i>Design and prepress basics for editors</i>	
<i>Editing Fiction with Caroline Adderson</i>	
<i>Freelance editing 101 with Barbara Adamski</i>	
<i>Beyond track changes: editing with Microsoft Word</i>	
In your first year as an Editors Canada member, consider taking three or more of these webinars. Information on all of Editors Canada webinars can be found at editors.ca	
<i>Getting work with the online directory of editors (free webinar)</i>	
<i>Punctuation, period!</i>	
<i>Good grammar: it's more than a gut feeling</i>	
<i>A linguist's guide to grammar</i>	
<i>Let the fire burn brightly: wordiness be gone!</i>	
<i>From wordiness to plain language: editing with style</i>	
<i>Grab your career by the ears and shake it.</i>	
<i>Summer Series: Almost everything you need to know about copyediting and grammar skills</i>	
When you feel you are ready, consider taking the Editors Canada Foundational Skills Test	
Consider attending the Editors Canada annual conference to participate in seminars and presentations given at this annual professional development event.	
In your second year as an Editors Canada member, focus on improving your skills in one or more of the four editorial disciplines by taking some of these suggested seminars or webinars.	
Structural editing:	
<ul style="list-style-type: none"> • <i>Developmental editing for fiction and memoir</i> • <i>Language theory: what you're really editing is the person</i> • <i>Skillful structural editing with Ruth Wilson</i> 	
Stylistic editing:	
<ul style="list-style-type: none"> • <i>From wordiness to plain language: editing with style</i> • <i>What's wrong with this sentence?</i> • <i>Stylistic editing: beyond the basics with Nancy Flight</i> 	
Copy editing:	
<ul style="list-style-type: none"> • <i>Copy editing I</i> • <i>Copy editing II</i> • <i>Good grammar: it's more than a gut feeling</i> 	
Proofreading:	
<ul style="list-style-type: none"> • <i>Advanced proofreading with Ruth Wilson</i> 	
Consider applying for an Editors Canada mentorship	
Depending on your work experience and continuing education, consider preparing for and taking one or more of the upcoming Editors Canada certification tests.	

Appendix N — Fee Comparison Charts

Service	EAC	Calgary Assoc of Freelance Editors	Canadian Authors Association	Indexing Society of Canada	International Association of Business Communicators Canada	Manitoba Editors' Assoc	Plain Language Assoc International	PEAVIE	Professional Writers Association of Canada	Society for Technical Communication	Writers Guild of Canada	The Writers' Union of Canada
Annual fee	\$260	\$45	\$150 \$112.50 introductory rate for new members	\$90	\$294–\$334 (varies by region) Plus \$40 new member fee	\$50	\$50 individual \$150 enhanced	\$50	\$240	\$225 Plus \$30 new member fee	\$150 Plus \$350 new member fee Jan. 2011 Incentive: \$350 waived for digital and feature film writers	\$205 \$100 introductory rate for new members
Dedicated national staff	✓		✓		✓ In San Francisco				✓		✓	✓
Member website or listing	✓ \$80 a year	✓	✓ Members can list a website in the CAA Members' Sites	✓ \$40 a year	✓ IABC eXchange Members' directory is free but is available only to members	✓	✓ Members can put a logo on the PLAIN membership page (for enhanced membership only)	✓	✓	See Marketing Members' Activities below	✓	✓
Branding with the profession	✓ \$35 a year for EAC email											
Members-only listserv	✓		✓	✓	✓	✓	✓		✓			✓
Logo for member or	✓		✓									

similar identifier												
Newspaper or blog	✓		✓	✓	✓				✓	✓ Print versions costs extra	✓	✓
Local meetings	✓	✓ (only 4 a year)	✓	✓ Regional meetings	✓ Branch membership costs an extra \$25–\$65 a year			✓	Some chapters charge an extra fee (on average: \$20 a year)	✓ Chapter membership costs an extra \$25 per year		✓
Services in French	✓ website e-news AV listserv blog annual report			Website is bilingual	Website is bilingual							
Access to seminars	✓		Free writers' circles and similar (informal)		✓	✓		✓ (only 2 per year)	✓	✓	✓	✓
Discounts on seminars	✓		✓			✓			✓	✓ On certificate courses and webinars		
Discounts on publications	✓		✓									✓
Discounts on services	✓				✓				✓	✓		
Discounts on insurance	✓		✓	✓	✓				✓	✓	✓	✓
Annual conference	✓		✓	✓	✓		International		✓	✓		✓

							al conferenc e every 2 or 3 years					
Discounts on conference	✓		✓	✓	✓		✓		✓	On the MagNet conference	✓	On travel to AGM
Mediator or similar	✓		✓						✓		✓	Also collects and distributes foreign authors' levies owed to screenwriters
Volunteer opportunities (for PD and networking)	✓		✓	✓	✓	✓	✓	✓	✓			
Awards	✓		✓	✓	Only for volunteers				✓	✓	✓	✓
Mentoring program		Toronto branch only	✓						✓			
Marketing members' activities	✓		✓						✓	For a fee, members can advertise in STC's online or print publications	✓	

			careers									
Rates info for members	✓		✓						✓	✓		
Job ad service	✓				✓	✓		✓		✓		
Sample contract	✓		✓						✓	✓	✓	✓
Speakers list	✓								✓			
Accreditation required to become a member			✓						Must be a published or self-published author		Must sign a contract under one of WGC agreements	Must be a published author (not self-published)
Certification	✓	English			✓					✓		

Organization	 EDITORS RÉVISEURS CANADA Editors Canada editors.ca	 ACES AMERICAN COPY EDITORS SOCIETY American Copy Editors Society copydesk.org	 Copyediting copyediting.com	 Copyediting-L copyediting-L.info	 EDITORIAL FREELANCERS ASSOCIATION Editorial Freelancers Association the-efa.org	 PLAIN Plain Language Association International plainlanguage network.org	 sfep Society for Editors and Proofreaders sfep.org.uk
Annual fee before taxes	Member: CA\$273* Emeritus Member: CA\$136.50 Student Affiliate: CA\$50 * Members can pay for two years for a 5% discount	One year: US\$75 (student US\$40) Two years: US\$140 Three years: US\$210 Four years: US\$280 Five years: US\$350 Lifetime: US\$1,000 Associate (non-voting) members: US\$75/year	Individual: US\$85 Organizational: \$599 for everyone (discounts and perks)	\$0	One year: US\$145 Two years: US\$260 US\$35 fee to renew after a lapse of more than 30 days	CA\$50- CA\$250 (student CA\$25)	£50-£149 depending on level of membership Various processing fees depending on country of origin and student status
Member or website listing	Listing in membership list: free editors.ca email address: free Listing in Online Directory of Editors: CA\$80/year	Yes	Yes	Yes	Yes	Yes, based on level of membership	Yes, depending on level of membership
Branding with the profession	Members can use logo on website or print material	Members can use logo on website or print material	No	No	Yes	No	No
Local meetings	Yes	Yes	No	No	Yes	No	Yes
Newsletter or blog	Annual magazine: <i>Active Voice / Voix active</i> Weekly blog: <i>The Editors' Weekly</i>	Yes	Yes		Yes	Yes	Yes

Forums or chats	Web-based forums, email forums, and Twitter chats	Yes	Twitter chats	Email forum	Yes	Yes	Yes
Marketing members' activities	<i>Active Voice / Voix active</i> Monthly e-news bulletins <i>The Editors' Weekly</i> blog Local blogs and other electronic communications	Sponsorships of seminars or conferences, email blasts, advertising in quarterly newsletter Fee structure in link: www.copydesk.org/sponsorship-and-advertising-opportunities	Email blasts, print ads	No	Yes	Yes	Yes
Partnerships	American Copy Editors Society Canadian Translators, Terminologists and Interpreters Council Institute of Professional Editors Limited (Australia) Cultural Human Resources Council	No	No	No	No	No	No
Conferences or courses	Annual conference; webinars and seminars; educational materials and editorial standards	Annual conference; webinars and seminars	Courses, webinars, audio courses	No	Annual conference; webinars and seminars	Annual conference; webinars and seminars	Annual conference; webinars and seminars

Job board	Yes	Yes	Yes	No	Yes	Yes	Yes
Certification program	Yes	No	No	No	No	No	Yes
Advocacy for members	Mediation	No	No	No	No	No	No
Insurance plans	Commercial liability insurance and errors and omissions insurance, life insurance, disability insurance, critical illness insurance, health and dental insurance	No	No	No	Medical and dental	No	No
Other services	National mentorship program Retirement and investment planning Staples Advantage Cult Pens PerfectIt Networking opportunities	Scholarships for college juniors or seniors, or graduate students. Highest award per student is US\$2,500. Winners also receive free registration to next conference, and up to US\$1,000 in travel expenses. Links to editing tests	Coaching groups	Macros, style guides, list of packagers, other resources	Participation in trade shows at events and conferences Discounts to journals and software, auto rental, auto club (like AAA) Editorial rates chart Online store with mugs, hats, etc.	No	Mentoring program Discounts on various publications and workshops Rate chart

Appendix O — Report on Meeting with Asian Council of Science Editors

John Yip-Chuck
Executive Director

On Tuesday February 14, I met with Muhammad Sarwar, the current Secretary of the Asian Council of Science Editors (ACSE), who are very interested in forming a relationship with Editors Canada. I believe that ACSE have had some communications with Editors Canada in the recent past, but here is a brief rundown about them and a summary of my meeting with Muhammad.

The ACSE is a relatively new organization, established in 2011, with over 3,300 individual members primarily in Asia, but a few in Europe as well. Three of their board members are part of UK editing or technical writing societies. Their target member is the academic science editor. They are based in Dubai and hold an annual two/three day conference there in August. They also host occasional short courses in different countries throughout the year. They have a monthly newsletter available to their members in print and electronic versions.

The mission of the ACSE is to improve the quality of academic publishing by promoting high editorial standards and educating the Asian publishing industry of the value of hiring professionally trained academic editors. To achieve their mission and because they are a young organization, their immediate needs are two-fold--to find and provide best in industry editorial training for their editors; and to raise their own profile by being associated with established editorial organizations such as Editors Canada.

Muhammad was very interested in our certification program and he felt that that is something that he would promote to their membership and that would be very well received by their members. (Let's ignore the logistics for now.)

Muhammad was very interested in bringing Editors Canada instructors to their conference in Dubai to provide training. He said ACSE would pick up all expenses (and prepay for flights etc.).

If some formal relationship with Editors Canada could be established, Muhammad said that he would like to create a webinar for his members, to introduce Editors Canada to his members and promote our association to his members. Muhammad mentioned that over a dozen Asian publishing houses pay for their editors' ACSE membership dues and he could see them paying for their staff editors to participate in Editors Canada activities such as webinars, mentorship, and certification—and maybe even membership.

At first blush, it doesn't seem like our membership at large would initially gain any great benefits from a partnership with ACSE, as they don't currently have webinars such as ours and it's not likely that many of our members would travel to their conference in Dubai. But for the association in general, it might be worth considering supporting this group, especially if it opens the door to their members and Asian publishing companies. And perhaps some of our members with academic publishing experience could pick up clients as a result of increased awareness of our association with Asian-based publishing companies (seems like that's where a lot of North American publishing is going anyway).

We might see some revenue generated from their members taking our webinars.

Some of their members might even join our association as a badge of credibility, especially if their employers pay for their membership.

We might be able to sell publications such as MPES and study guides to them.

A handful of our members would benefit by ACSE sponsoring their travel to instruct at their annual conference.

If we host an international conference in the future, a number of their members might participate.

Perhaps the potential exists to establish certification writing sessions in Dubai during their annual conference in the future? Having Editors Canada certification would be very attractive designation for his members according to Muhammad.

Should we set aside 10 minutes at the Q1 meeting to discuss this with the whole group?

Appendix P — Report on Meeting with George Brown

Report: February 2017 meeting with George Brown University

John Yip-Chuck
Executive Director

The meeting with Lynne at George Brown went well. Also in attendance was Shirin Khosravaneh who I believe works in the program office with Lynne. Here are the highlights:

- George Brown hold two information sessions to promote their editing certificate. Perhaps there is an opportunity for an Editors Canada representative to attend these sessions to introduce the association to their students at this venue (although I think in-class visits arranged with individual instructors would be better at reaching more students as I didn't get the impression that every potential student attends these information sessions)
- In spring 2016, GB undertook a review of their editing certificate program but it is still based on our 2009 Professional Editorial Standards. They were not aware that we have new standards and I left a hard copy of the 2016 standards with Lynne and she said they might do another mini-review, given our new standards.
- We had a bit of discussion about course materials and for the most part, they rely on individual instructors to create their own course materials (which they are supposed to turn over to the college but they often don't and it doesn't seem like GB polices this that much)—I think there is some opportunity for our association to influence their course material development (e.g., get them using our MPES etc.). Berna suggested to Lynne that Berna would like to use a couple of our MPES units to teach her classes and since our meeting, Lynne has been investigating a large purchase of MPES for future classes.
- They often have guest lecturers for specialized fields in editing. This is another great opportunity to have a local member drop into GB classes as an ambassador of the association.
- They were interested in perhaps partnering on creating some webinars together that would give their school some exposure. For example, if we sent a webinar presenter to one of their classes to discuss setting up your own editing business, we could shoot the webinar in a classroom with students participating etc. This would give their school some air time and we would have a practical webinar in the bank.
- There was some discussion on how we could work together to support mutual recruitment—help them recruit new students, they help us recruit new student members. More to investigate on this.
- They asked for help in alerting our members to their field placement (intern) opportunities. We will send out a message about this for them in our April e-news update.

Overall I think it was a good meeting to re-establish our relationship with this institution. We just need to keep nurturing this relationship. Berna might have more notes on the meeting that I might have not mentioned.

Next steps for the student relations committee.

I think the student relations committee should focus on populating the attached institution contact list. First, start filling in column three and find a local member to be the association liaison person for a particular school. Second, before meeting with anyone, have our liaison person identify the key program contacts and get a good sense of the nature of their school's program (fill in columns one and two with more details and contact names and info). This can begin any time now.

I'm hoping that we will have time at the upcoming NEC meeting in a couple weeks to discuss our institutional contact strategy and to formulate a solid plan that our liaison persons can then implement by contacting their institutions and begin developing relationships with their key contacts.

I will let you know how things go at the NEC meeting and next steps after that, but as I say, populating the attached contact list with association members to act as school liaisons can begin any time.

Appendix Q — Online Motions, November 21, 2016 – March 19, 2017

<p>MOVED by Gael Spivak SECONDED by Anne Louise Mahoney</p> <p>THAT Editors Canada renegotiate its partnership agreement with the American Copyeditors Society (ACES) to include the stipulation that ACES members must live outside Canada to be entitled to the Editors Canada discounts mentioned in the agreement.</p>	<p>All in favour: 12 Opposed: Abstain: 1</p>	<p>Dec. 5, 2016</p>
<p>MOVED by Gael Spivak SECONDED by Anne Louise Mahoney</p> <p>THAT the NEC pursue a partnership agreement with the UK's Society for Editors and Proofreaders (SfEP) for - a 25% discount on webinars and other training, and - a 10% discount for conferences.</p>	<p>All in favour: 10 Opposed: Abstain: 3</p>	<p>Jan. 16, 2017</p>
<p>MOVED by Gael Spivak SECONDED by Anne Louise Mahoney</p> <p>THAT the NEC revise the partnership agreement with the Institute of Professional Editors Limited (IPEd) to include the following in the limitations section: "IPEd members must have permanent residency outside of Canada to be entitled to the Editors Canada discounts mentioned in the agreement."</p>	<p>All in favour: 10 Opposed: Abstain: 3</p>	<p>Jan. 16, 2017</p>
<p>MOVED by Gael Spivak SECONDED by Patricia MacDonald</p> <p>THAT the national executive council (NEC) approve the revised NEC and director roles document, which streamlines several documents into one and updates the information so it is consistent with the association's current bylaw and procedures.</p>	<p>All in favour: 7 Opposed: Abstain: 1 + 4</p>	<p>Jan. 23, 2017</p>
<p>MOVED by Anne Louise Mahoney SECONDED by Elizabeth d'Anjou</p> <p>THAT the Karen Virag Award procedures be amended to remove the requirement that nominees be members of Editors Canada.</p>	<p>All in favour: 9 Opposed: Abstain: 3</p>	<p>Jan. 23, 2017</p>

<p>MOVED by Anne Louise Mahoney SECONDED by Patricia MacDonald</p> <p>THAT Nancy Foran be named interim director of francophone affairs.</p>	<p>All in favour: 8 Opposed: Abstain: 4</p>	<p>Feb. 13, 2017</p>
<p>MOVED by Breanne MacDonald SECONDED by Gael Spivak</p> <p>THAT that we approve the minutes of the November 2016 Q4 NEC meeting.</p>	<p>All in favour: 11 Opposed: Abstain: 2</p>	<p>Feb. 27, 2017</p>
<p>MOVED by Patricia MacDonald SECONDED by Anne Louise Mahoney</p> <p>THAT Julia Cochrane and Lenore Hietkamp be appointed as co-moderators of the members-only Facebook group.</p>	<p>All in favour: 10 Opposed: Abstain: 3</p>	<p>Feb. 27, 2017</p>