



October 2009, Volume 22, Number 2

September chapter meeting

6:00 p.m. (5:45 registration and networking)

Note: new start time

October 6, 2009
Red River College
160 Princess Street

Meet-the-student night/STC Manitoba networking event

Please confirm your attendance by noon, Friday, October 2, with Joanne Kusiak at meetingcoordinator@stcmanitoba.org

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October chapter meeting

Meet-the-student night

Technical communication can provide a rewarding field for some students. Other students, the fortunate ones, just know that the communications field will make them happy.

STC Manitoba’s annual Student Night celebrates the unique relationship between our organization and RRC staff and students. These Technical communication students will soon emerge as new professionals in the field. They will graduate with a variety of talents and new perspectives, some of which may be just what you are looking for in your workplace. The evening is an opportunity for STC members to meet, network with, and support these fledgling professionals, while benefiting from their energy and new ideas.

We urge you to come out on October 6 to support the current group of Technical communication students. Join us for fun and discussion with food and refreshments. We hope to see you there!

Free for Tech Comm students! Five dollars added to your normal meeting cost helps STC “feed a starving student.”

Meeting costs

Registration (cash only)	Member (\$)	Non-member (\$)	Student (\$)
	\$15	\$20	Free

National punctuation day!

In case you missed it, National punctuation day was celebrated on September 24, 2009.

National events included holding the first ever baking contest to show how much people appreciated punctuation (www.nationalpunctuationday.com).

Just for fun

In celebration of national punctuation day, a little laugh, courtesy of Punctuation Man! www.savagechickens.com/2009/09/goodbye-earth



Creating and supporting a forum for communities of practice in the profession of technical communication

About *Manuscript*

Manuscript and its shorter sibling *Micro Manuscript* are the official newsletters of STC Manitoba. Together, they are published 10 times annually between September and June. The opinions expressed are those of the authors. Submissions, news, reviews, and other items of interest are welcome. Contributions may be edited for length. Deadline is the fifteenth of every month. For example, the deadline for the November issue is October 15.

Please make arrangements in advance with the editor. By submitting an article, you agree to its publication in *Manuscript* and for other STC publications to reprint it without permission. The writer holds copyright. When submitting an article, please let the editor know if it has been published or submitted elsewhere.

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Public relations, Dorothy Davidson
Program, Vacant
Meeting coordinator, Joanne Kusiak

Members of Manitoba's STC chapter gather at the Annual General Meeting in May and elect members to the STC Chapter. Each member on the executive is elected for a term of one year.

From the President

Recap: STC international is dealing with a large \$1.2 million dollar deficit. To cope with the shortfall, they've asked all chapters to submit a zero-based budget, and provide STC international with any leftover surplus money that is not required to cover costs over the next 18 months, which, for STC Manitoba, is essentially all of our money.

Canadian STC chapters started communicating through e-mail over the legality of STC international taking surplus money from non-profit organizations that operate outside of the USA. Through this, we started talking about potentially creating a separate Canadian STC entity that focuses on the needs of Canadian members.

Fei Min Lorente (President, Southwestern Ontario) and Bernard Aschwanden (Past-President, Toronto) organized a conference call with the presidents from each Canadian STC chapter, Cindy Currie (President, STC international), Susan Burton (Executive Director, STC international), and Aiessa Moyna (Treasurer, STC international) to address the issues we had been discussing.

The meeting started with Cindy Currie from STC international reiterating the financial shortfall they were facing, and what the society was doing to deal with the situation, which included the demand that each chapter submit their surpluses by September 14th, 2009. Unfortunately (or fortunately, depending on what side of the fence you're on), the demand for surpluses turned out to be the perfect segue for the Canadian representatives to start their "attack."

All Canadian chapters expressed concern that STC international was not putting enough time or effort into serving chapters that reside outside of the USA. The lack of an international salary survey, a local affordable conference, a Canadian representative on the board of directors, and even simple things like updating Canadian chapter information on the parent Web site (which at the time of the call was currently two years out-of-date, but has since been updated) were sore points for several Canadian chapter Presidents. The discussion spiralled out of control rather quickly, and before long, we were having an extremely intense conversation about Canadian chapters leaving STC international and forming their own organization that better serves the needs of Canadian members.

And then there was that large elephant still sitting in the room—submitting surpluses.

The idea of submitting all of our hard-earned surplus money to STC international is a scary thought for STC Manitoba, because we typically lose money every year, and submitting all of our surplus money could mean the end of existence for our chapter. It especially didn't sit well with the eastern chapters from Quebec and Ontario. They don't want to submit a budget, nor provide any surplus money, and feel that legally, STC international has no right to take money from a non-profit organization registered outside of the USA.

The representatives from STC international were shocked. They did
("From the President" Continued on page 3)

From the Editor

Adventures in Microsoft 2007

Well after much avoidance, I've finally come face to face with Microsoft Office 2007. When I bought my laptop last year, it came with a trial version of Office 2007. Not wanting to explore these fine features, I installed my version of Office 2003 instead. However, after a year, my cowardly ways have finally caught up with me and now I'm working in Word 2007.

While many of you may have worked in this program, it's been somewhat of a love-hate relationship for me. It took me a few days to figure out where the *Save As* feature is. Since I couldn't locate it visually, I did what most people would—I googled where to find it and also googled where to locate the drawing tool bar (which I'm still having trouble finding). In case you're wondering, you access the *Save As* feature by clicking that weird Microsoft Office icon in the upper left corner of the window.

While it's taken me a while to get used to some features, for the most part, it hasn't been too bad ... but at the same time it hasn't been that great either. One of my great pet peeves is remembering to make Word 2007 documents



compatible with older versions of Word. It's a good thing there's a little reminder, but again ... *really* annoying.

One good thing that I came across in my exploration is the reference ribbon. It provides you with options to format your references in APA, MLA, Chicago Manual and a number of other options. While, this would have come in handy a few years ago, where I was formatting the bibliographic references using APA, it is still useful today. While the convenience of using Chicago Manual style is available, I may have to pass at least on the initial opportunity and use my actual hardcopy book of *THE CHICAGO MANUAL OF STYLE*, 15th edition (might as well put that to good use, right Andrew?). Well— isn't that something! Word 2007's default style uses all caps for book titles. There's something else that will have to grow on me.

Hopefully things get easier. I recall a Microsoft rep pitching Word 2007 at a chapter meeting a few years ago saying that it would make our lives a little easier. For me, that is still to be determined.

Until next month,
Rachel

Note: This article was written using Microsoft Word 2007. No computer monitors or towers were harmed during the writing of this article.

("From the President" Continued from page 2)

not expect the Canadian chapters to react the way we did, and it was clear they didn't really have any answers to help relieve our issues, so it was good that the call was limited to only an hour.

By the end of the meeting, STC international did a complete 180. At the start they were demanding we send our surplus money to them by September 14th. By the end they were basically pleading with us to help them out with whatever we could send, because they realized the Canadian chapters were not willing to submit their hard-earned surpluses without a fight.

After the meeting, the Canadian chapters came to two conclusions:

- First, several presidents from the Ontario chapters were starting a business plan to see if creating an STC Canada entity is actually

possible from a legal and financial point of view.

- Second, all Canadian chapter presidents were going to investigate whether or not STC international has the legal right to take surplus money from non-profit organizations registered outside of the United States.

As it stands right now, STC Manitoba has not submitted any surplus money to STC; however, we have submitted a zero-based budget for the next 18 months that STC has recently approved. We plan on providing STC with some of our surplus, but not all, because we have a responsibility to the Manitoba members to ensure there is a future for our local chapter.

I will keep you updated on the developments of the situation in future newsletters; so stay tuned!

Ben

September chapter meeting

Video 101: Everything you wanted to know about video but were afraid to ask

By Rachel Ines with contributions from Andrew Quarry

Our first meeting of the year introduced us to the world of video. Red River College instructor Forde Oliver walked attendees through the new digital media. When working with new media, Forde promoted four things:

- Understand the different media types
- Organize your files
- Understand file sizes
- Master Photoshop

Understand the different media types

There are a variety of types of media (video or digital tape). Forde stressed that the more you know and understand the different formats, the easier it will be to plan and create your video. He used two betacam format types as an example.

- Betacam SP creates higher quality video
- Betacam SX creates videos in a compressed format

He remarked that while computers can play almost anything, televisions cannot.

Organize your files

An organized workspace is a happy workspace. While this might seem like a simple concept—often when pressed for time, we save files without a naming convention or place files anywhere, which may be intuitive to us, but not to others. Files should be organized in a central location and with an understandable file name. For example a file about dogs can be saved as the following:

- Dog 800x600 px
- Dog 1024x768 px
- Dog 1280x800 px

Understanding file sizes

Forde notes this is the trickiest part of creating

video. However, once you understand the parameters of the media is easier to create your media, such as film or video.

He played a music video using a low resolution (small file) version that fit nicely in the video screen. He then played the same content using a high resolution (large file) version that was only partially viewable because it had been created to be viewed on a much larger screen. Forde noted that often people create files at a larger size because they think if they don't, the file will not be seen at the proper resolution yet to create a video for Web viewing you need only create a video for 72 pixels using Adobe Photoshop.

Master Photoshop

Of all the programs used to create videos, Photoshop is the most versatile. Images created in different layers can be animated and broken down once input into video programs such as Final Cut Pro or Adobe Illustrator. Using a quirky video he created, Forde showed how a Photoshop file created in multiple layers and looped repeatedly with a moving background was the foundation of the video.

Video tutorial sessions

Forde Oliver's presentation at the September chapter meeting touched on the use of several software tools, including Photoshop, Final Cut Pro, and Flash. He offered to provide more detailed, customized explanations of his use of these tools in sessions that might be held during June of 2010.

If you would like to be involved in helping the chapter and Forde decide on the approach and topics and tools of interest, please contact Andrew Quarry at andrewquarry@gmail.ca.

Rachel Ines is completing her third (and final) year as newsletter editor ... Yes, I'm putting the job ad out early this year! She graduated from the Technical Communication Diploma Program and is an active chapter member, serving on the STC Manitoba Executive Committee as Secretary and Vice-President. She is also the chapter archivist and is always interested in collecting STC Manitoba related archival materials.

STC Manitoba chapter members

The first 15—Where are they now?

By Susan Haire

STC Manitoba became a chapter in January, 1989, after 15 people joined STC. But even though we were not officially a chapter, we had an executive and several meetings leading up to that momentous occasion. To mark our twentieth year as a chapter, *Manuscript* is running a series of articles about these first 15 members.

As this year's chapter Vice-President (and one of those first 15 members myself), I was asked to track down my fellow pioneers and find out what they're all doing now. I asked everyone the same five questions. This month we will be interviewing one of our STC Fellows, Ron Blicq.

M: How did you get involved with STC Manitoba back in 1988?

RB: I was a continuing member (enrolled originally in 1958) and was a charter member of a previous Manitoba chapter, which I had coordinated with Tony Rhodes-Marriott, so the interest was still there.

M: What was your role at that time?

RB: Supporting member, although I became president (two terms) and treasurer (two terms) in subsequent years.

M: What have you been doing over the past 20 years? Are you still involved with STC Manitoba and/or technical communication? Did your membership in the chapter help you in any way?

RB: I stepped away from teaching technical communication at RRC 19 years ago. Since then I have been teaching technical and business professionals how to write effective reports, letters, proposals, and email. These have been mostly in-house courses for organizations in Manitoba (Wardrop, APEGM, Manitoba Hydro,

MTS, LSAM, etc), in the US (GE, Trillium, etc) and Europe (Popov Society in Moscow; Hewlett-Packard and C.I. Government Training Agency in the UK). Ten years ago I started writing stage plays and have been involved in working with producers and directing my own plays since then.

M: How do you see the chapter moving forward in the next few years?

RB: Without more involvement and interest by the members, I do not see the chapter moving ahead. This has happened three times before: with the previous STC Chapter, with the IEEE Prof Comm Society chapter, and with Lisa Moretto's and my Technical Communication Institute. Every time there is initial enthusiasm locally, and then it wanes—just fades away—with each passing year. And it does not seem to depend on how good the program is—Manitobans tend not to support activities related to their field. Frankly, I'm not sure that this might not be the right moment to put the Chapter on hold, and re-invent it in three years' time. (Incidentally, it has recently happened with the worldwide society "INTECOM", which has faded from view. This has been aided by Tekom in Germany and to some extent by STC in the US.)

M: Any other comments or words of wisdom you would like to share with the chapter?

RB: Be ready to do other things in the tech comm or related fields. The tech comm field is changing and will continue to change as years pass. We need to re-focus the Chapter, and of course this re-focusing really has to be driven by STC international, where their heads are buried in the sand.

Final note: Where is Jack Lee? I have been unable to find any contact information for Jack Lee. If anyone knows how to reach him, please contact me at susan_haire@hotmail.com. Thanks.

Susan Haire has been a technical communicator and member of STC for over 20 years. She was one of the 'first fifteen', and has served the chapter as President, Secretary, and Vice-President (this year).

STC Manitoba's Bring a guest contest is back for 2009-10.

Win a free membership worth roughly \$250.00. For more details, visit the STC Website at www.stcmanitoba.org.

**Bring a guest
contest**

STC international conference summary

The view from the summit—Part two

By Kevin Longfield

In last month's issue of the *Manuscript*, Senior Member Kevin Longfield recounted his experience at the STC international conference in Atlanta this past May. This is the final part of Kevin's summary.

Portfolios and interview strategies: Jack Molisonic

This very dynamic person's thesis was that portfolios should be a tool to take control over the interview.

The job of the portfolio

The portfolio should "walk the potential employer down a path of understanding." This path should have three signposts:

- I am an expert
- I really have done what I claim
- I can do the same for you—and solve your problems

Interview strategies

The first priority is to understand the job requirements. That involves pre-interview research, but it also involves getting the interviewer to talk. In other words, you need to have control of the situation.

One of the advantages of taking charge of the interview, according to Molisonic, is that it changes the dynamic from a sales pitch to a conversation. You therefore need to use the portfolio to guide the conversation to where you want it to go.

In an interview, you tell a series of stories (Tell us about a time when you needed to use your analytical skills to solve a problem) but examples are more persuasive than stories, and that is where a portfolio comes in.

When using a portfolio, the key strategic element is to keep it in your hands: otherwise you cannot control the conversation, not can you be sure that the interviewer is drawing the conclusions that you want.

Portfolio design

The portfolio should look as good as possible.

Molisonic uses a faux leather binder with labelled tabs. The revolutionary part (to me, at least) is what you put in the portfolio.

The first item to include in a portfolio is a project plan for a document that you developed or helped to develop. By walking an interviewer through your plan, you demonstrate that you have a process and know how to follow it. The process is what will develop documents for the interviewer, and persuade him or her that you can produce similar results in the future.

The next item is the document that you developed. It does not have to be a complete document, just enough to show that the process produced the results that you claim.

Finally, you include other documents, *but not necessarily work samples*. For instance, if you did product documentation for a Cisco product, you might include an advertisement for the product, and say, "I did the installation manual for this product." Corporate advertising is almost always more visually appealing than product documentation. You use the ad as a launching pad to describe how your document development process solved a problem for Cisco. (You always talk about solving problems.)

You'd also include citations: awards, letters of recommendation, news articles. Before and after comparisons are also persuasive: show what a SME gave you, and what you did with it.

Finally, include extra resumes. You never know when you'll need them.

Technical communication craft sessions

This section deals with various topics related to best practices in technical communication. Some sessions I attended out of personal interest, and others because I thought that they might be Up and coming topics in the profession.

Usability progression

I attended a progression on Usability. A progression is similar to speed dating, in that you attend a very brief (20 minute or so) session on a
("The view from the summit" continued on page 7)

(The view from the summit" continued from page 6)

topic, and then move to another session on the same topic. Depending on the time allotted for the session, you can attend two or three short talks.

Topic 1: FAQs with Carolyn Jarrett

This session dealt with how to choose topics for frequently asked questions (FAQs). She recommends using support calls as a source of FAQs for documents. She also drew a distinction between frequently asked topics versus frequently done activities. Frequently done activities belong in the support database, while frequently asked activities belong in the FAQs.

Ms Jarrett recommends creating a database of support calls and sampling those calls. A question should have a frequency of at least 10 percent to qualify as a FAQ.

One way of developing a database is to get a download of support request emails. Then you use the following procedure:

1. Filter out spam and internal messages
2. Read the requests for candidate questions (questions that might be FAQs) Candidate questions could be answered in keyword search, in main text of documents (revision to original document) or as a FAQ
3. Decide about the best destination for the question.
4. Think about the wording of the FAQ.
5. Consider the FAQ as part of training, for example as an examinable component.

Topic 2: Getting development teams to apply the information gained from usability testing

Since Ginny Redish is a world-renowned expert in the field, it was a great opportunity to get her personal perspective.

She recommended Websites: www.stcsig.org/usability and www.usability.gov; and *Letting go of words* by Dana and Ruben Chisnell.

Her presentation was mainly inspirational and doesn't translate well onto the printed page. One point that stood out is that there are two philosophies pertaining to usability. One is "We're the experts." That philosophy usually does not work. People need to own their own problems, whether they're software design problems or user interface problems. The second philosophy is "We're all in usability." She naturally espouses the

second approach.

Another point she made is that we often focus on usability testing as a way of identifying flaws, which can make people defensive. We need to look at usability as a two-way mirror that reflects both flaws and positives. Finding the positives helps us to propagate best practices.

She also stressed the need to have developers attend usability testing by whatever means works. She suggested that bribing them with food is an almost surefire method.

Topic 3: Q sort with Mary Deaton

Mary Deaton's session drew from behavioural psychology: how do subjective opinions affect behaviour? As she pointed out, this type of question does not lend itself well to a bell-shaped curve.

What you need to do is to develop user profiles, scenarios, and personas. You don't want to just catalogue opinions; you want to find the dominant ones. This leads to two questions: do people fall into groups of opinion? and what groups of opinion occur?

As a solution, she suggests Q sorts.

The card sort works as follows:

1. Make up cards with various statements written on them.
2. Have subjects read the statements
3. The subjects put the statement cards into one of three piles: positive, negative or neutral.
4. The positive and negative opinions have a binary sort: +1 or +2 for positive, and -1 or -2 for negative.
5. This sort allows you to transmute qualitative information into quantitative information and do a multivariate analysis.
6. If you desire, you can now change and move the statements to another group.

Design to read for people who do not read easily

This workshop addressed the problem of presenting usable information for people who do not read easily. Difficulty in reading can have several causes: Low literacy, low skill level in the

("The view from the summit" continued on page 8)

(“The view from the summit” continued from page 7)

language used, monitors that are not up-to-date and therefore do not display information well.

The workshop portion had us look at an actual U.S. government Web site that explains how to apply for a passport. First we identified problems, then we looked at ways to mitigate those problems. Finally we shared our conclusions. The workshop had a before-and-after aspect, because the presenters showed us how the site changed after usability experts revised it. (I have a copy of the ‘before’ document, and I hope to use it as a classroom tool.)

Resources

The presenters offered a number of resources for people interested in the topic:

- www.designtoread.com
- www.stc-access.org
- and the book *Storytelling for User Experience Design*, by Whitney

Plain language

The key to readable documents is plain language. The presenters broke this process down into four elements:

- Know who you are writing for
- Break up walls of words
- Speak directly to the reader
- Test! (and change the document afterwards)

Your document should help readers to find what they need quickly, understand the content, and act appropriately once they have read the content.

As they put it, accessibility is relatively easy to build, but hard to retrofit.

Technical Communication body of knowledge project: panel

The STC body of knowledge (BOK) project arose out of the need for practitioners to have their line of work recognized as a profession.

Senior member Kevin Longfield joined the STC in 1991. Since then he has worked in a number of companies, and currently teaches Technical Communication at Red River College. The Atlanta summit was his first, but he swears it will not be his last. He echoes Alexa Campbell in urging members to get involved at the international level. When not involved in technical communication, Kevin and his daughter Eileen produce independent theatre through their company, Theatre Anywhere.

This conference served as a launch for the BOK project.

Defining terms: taxonomy and hierarchy

The STC set up a committee comprising five practitioners and five academics to define the body of knowledge and develop a framework for describing it.

They started by trying to define the audience for the BOK. They brainstormed several personas, based on archetypes, composites, and specific users. They defined some use scenarios.

The next step was to write information on 108 sticky notes and post them on a wall, and as a group brainstorm ways of organizing the individual pieces of information. Eventually they developed 11 knowledge domains. The STC has an experimental wiki that reflects this work: <http://stcbok.editme.com>.

Manitoba influence

This panel cited two Manitoba sources during their presentation: the TECIWEC project that the Manitoba chapter launched in the 1990s to define the presence of technical communication in western Canada, and Jamie Conklin’s research. Panel member Saul Carliner quoted one of the TECIWEC findings that when asked employers the question “Do you need Technical Communication?” the overwhelming answer was yes, but when asked the follow-up question “What is Technical Communication?” the overwhelming answer was “I don’t know.”

General impressions

This was an outstanding learning opportunity. I brought home not only more technical knowledge, but also some valuable in-class resources (one of which I have already used successfully) and some useful contacts. The three days really opened up some horizons for me.

I strongly recommend the conference experience to others.

Book Review

Letting Go of the Words: Writing Web Content that Works

Reviewed by Leslie McKendry-Smith

According to the publisher, *Letting Go of the Words* is a book about planning, organizing, writing, and testing Web content. After reading it, I'd call it a concise encyclopedia of technical communication. Ginny Redish may have been thinking of the Web when she wrote it, but every bit of information and advice she gives applies equally well to writing user guides and application help.

Redish's message throughout the book is that, through Web sites, organizations are in a conversation with the users of the site. (This was a new idea to me.) She says that whenever we go to a Web site, we have a question and we are looking for an answer. It could be as simple as going to Facebook to ask, "What are my friends doing?" Or it could be more complicated, like going to the Government of Canada Web site to answer the question, "How do I renew my passport?"

As I read, it occurred to me that the conversation concept applies to other types of technical documentation as well. In her book, Redish reminds us that Web users don't read. They scan. This isn't a new idea. We know that no one reads user guides or help. People turn to those documents when they have a question, just like the Web.

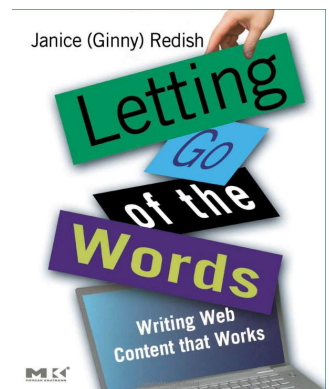
Redish doesn't just discuss the content of Web sites. She covers site structure, layout, usability, illustrations, and linking. Her book is full of real life examples of what to do and what not to do, including case studies showing how to improve ineffective Web pages.

She starts her book with something that a lot of us struggle with—audience analysis. Redish moves beyond a simple list of audience qualities. Her technique is to create audience personas and scenarios. Using her method, users—a word she suggest we avoid—become real people with real questions and goals. She even suggests posting photos of imaginary audience members on the wall to remind team members that there are real people on the other end of the Web site.

One of the nicest things about this book is that the layout follows the advice that the author gives in the book. (I can't tell you how many times I've read books that contain excellent information on page layout and headings only to see that the publisher completely ignored their own author!) The book is printed in full colour. There is lots of white space. The heading levels couldn't be more obvious. It's a very easy book to scan and it's easy on the eyes to read.

This is a seriously good reference book! Even though content and function on the Web change daily, Redish's concepts will stand the test of time. I expect *Letting Go of the Words* to be useful for years to come.

*Letting Go of the Words:
Writing Web Content that Works*
By Janice (Ginny) Redish
Morgan Kaufmann Publishers



Leslie McKendry-Smith is technical communication consultant and a long time member of STC Manitoba.

STC Manitoba Job Bank

Searching for that perfect job? Need a change in your career? Visit the STC Manitoba job bank online: www.stcmanitoba.org/forums at **Employment > STC Manitoba Job Bank** to find the most recent jobs posted. STC members who have registered for the forums are able to view new postings for 10 days before the postings are made available to the general public.

Remember, if you haven't registered on the forums yet, please do so! You must register for the forums to be certain that you are viewing the most recent job postings. Don't be the last to know!

2009–2010 presentation schedule

Speaker	Presentation title	Date
—	Meet the students night/Networking event	October 6, 2009
Andrew Quarry	Starting your own business	November 3, 2009
—	Technical Communication Q&A, Holiday networking event	December 1, 2009
Various speakers including:	Progression	January 12, 2010
Nirdosh Ganske	Social networking–Ning	
Susan Haire	Creating professional portfolios	
Kelly Thibodeau	Writing for the Web	February 2, 2010
Various speakers	Technical Communication café <i>held at Prairie Ink Café, Polo Park</i>	March 2, 2010
IMRIS	Tour of IMRIS	April 6, 2010
Sue Hemphill	Conflict resolution	May 4, 2010

Please note: The postcard sent to members listed the incorrect November meeting date as November 9, the correct date is November 3 as listed above.

Professional development courses

Course	Date	Offered through
MS Access 2007 1	October 6 to 13	Red River College
MS Excel 2007 1	October 7 to 14	
MS Word 2007 1	October 6 to 13	
MS PowerPoint 2007 1	October 6 to 13	
Photoshop	October 7 to 28	University of Winnipeg
Working with difficult colleagues	October 30	
Effective written communication	November 14 to 28	

For more information about the courses listed, consult the institution's Web site.

Red River College Continuing and Distance Education: www.rrc.mb.ca/continuinged

University of Winnipeg: www.dce.uwinnipeg.ca