

# May 2014

## Annual General Meeting

### Reports of Officers and Committee Chairs

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## President's Report

### John Elliot, President

Growth and Change: Again this year ELLA has grown and changes have been made to accommodate this growth. Additional courses have been added and some courses have been moved to larger rooms. In 2010, ELLA had 386 members and 266 registered for Spring Session. This year ELLA has 800 members and 500 registered for Spring Session.

In February the Board received the **Futures Working Group Report**. The 59 recommendations in the report will be the foundation on which changes in ELLA will be made over the next few years. The Board prioritized the recommendations and developed actions for our priorities. These include:

- A 'Ripple' Standing Committee is being formed to investigate the possibility of offering learning activities throughout the year.
- An ELLA membership survey is being developed and will be conducted soon. This survey will help the Board to plan programs that continue to meet the needs of our members.
- A Steering Committee was formed to look at the 'governance' issues facing the Board. Who is responsible for making what decisions? What is the purpose and function of each committee?
- A Document and Records Management Committee has been formed. Document management will enable the Board to keep track of all decisions made and will identify documents that should be archived for historical purposes.

The other major event of the past year was the introduction of online registration for Spring Session 2014. The Administration Committee spent hours developing, testing and implementing Eventbrite. Eventbrite is the online program used. Because of the extensive testing done, the majority of our members encountered no problem registering for Spring Session. A few members did experience problems registering and these problems are currently being addressed.

Board members took part in professional development activities this year. Several members attended the Board Leadership Conference 2014 at Grant MacEwan University. The Endowment Fund funded the costs for this conference. Also in June of 2013, members of the Board along with several ELLA volunteers attended a Strategic Visioning Session workshop facilitated by Mark Cabaj of Edmonton. The purpose of the workshop was to explore alternative futures for ELLA, which led to The Futures Working Group.

#### Retiring Board Members:

Thanks to the following Directors for their service to ELLA.

Germaine Chau	Administration Committee
Barbara Leung	Communication Committee
Anna Luk	Vice-President
Mildred Thill	Secretary

## Acknowledgement of Long-Term Members

The Board of Directors extends their appreciation for the ongoing support from our long-term members. Following is a list of those who have reached ten-year and five-year milestones in their ELLA membership.

### 10-year Members

Bernice Armstrong	Bob Atcheson	Don Chadsey
Darlene Comfort	Valerie Copp	Wendy Davis
Allison Dinwoodie	Jacqueline Fiala	Peggy-Anne Field
Shirley Huston	Isobel Mailloux	Blake McDougall
Lea Modalen	Norma Neumann	Fern Watson
Nona White		

### 5-year members

Lucy Antoniw	Mary Brice	Adrienne Campbell
John Chandler	Louise Charach	Robert Davidson
Nga de la Cruz	Betty Deane	Cherie Demorest
John Elliot	David Evans	Mary Fairhurst
Helen Gillespie	Mary Goede-Kohn	Pierrette Gordon
Marg Harris	Elaine Hughes	Linda Jennings
Gurcharan Kahlon	Audrey Keen	Mary Anne King
Carol Lagasse	Jean Lee	Chris Lord
Sue Marxheimer	Pat Mason	Dennis Miller
Dawn Milligan	Karen Mills	Mike Mort
Laura Niven	Bev Norman	Natalie Piasetsky
Jean Posyniak	Don Retson	Gail Seemann
Yolanda Stojak	Vicki Strang	Mary Totman
Glen Walker	Jean Weekes	Margaret Yan

## ELLA Volunteers 2013-2014

The people on this list have generously donated their time and talents to one or more of ELLA's committees or functions. The Board extends our heartfelt thanks for their hard work and commitment – without them ELLA's Spring Session could not happen. If you volunteered during the year 2013 to 2014 and we have not included your name on this list, please leave a message at the ELLA office or at the information table during Spring Session, and your name will be added.

Doug Anderson	Margaret Harris	Ed Netzlaff
Bernice Armstrong	Vivianne Harris	Maxine Newbold
Linda Axley	Doug Heaton	Lea Nicoll-Kramer
Jenny Bain	Judith Hibberd	Sheila Parr
Sue Barnes	Jennifer Hinchcliffe	Kurt Paterson
Jeanna Baty	Jane Hopkinson	Lois Pawl
Helen Binette	Mike Hruska	Adrian Pearce
Claudette Birzgalis	Marj Hughes	Janet Pearce
Dolores Brent	Beverly Hulley	Lorne Pendleton
Art Breier	Lorraine Jeffery	Marjorie Phillips
Joan Brown	Mary Anne King	Ed Posyniak
Marilyn Buchanan	Esther Koziol	Jean Posyniak
Colleen Burton-Ochocki	Lorraine Krauss	Laura Querengesser
Ann Campbell	Muriel Kuchison	Regina Price
June Carrington	Bernadette Lafleur	Elaine Rodger
Don Chadsey	Carol Lagasse	Nancy Rae
John Chandler	Janice Lavoie	Cliff Revell
Germaine Chau	Barbara Leung	Campbell Ross
Nga de la Cruz	Karen Lewis-Caron	John Ross
Roger Delbaere	Ray Lieberman	Wendy Saunders
Dawna Dey Harrish	Edith Linquist	Lynn Skillen
Terry Diduch	Anna Luk	Ted Snow
John Elliot	Pauline Ma	Jill Swann-Lussier
David Evans	Jim Macdonald	Eileen Tait
Mary Fairhurst	Darlaine Mahoney	Mildred Thill
Lynda Ferguson	Judy Maynes	Ollie Triska
Faith Fernalld	Liz McCord	Sandra Tulloch
Peggy-Anne Field	Jan McGregor	Carol Vaage
Corinne Fincham	Joanna Miazga	Elaine Wagner
Marj Foth	Dennis Miller	Glen Walker
Dianne Gillespie	Karen Mills	Isobel Wilson
Helen Gillespie	Julie Milne	Shirley Zylstra
Betty Grudnizki	Noma Morrissey	
Cathie Gordey	Cecilia Mullikin	

### Treasurer's Report

### **Shirley Zylstra, Treasurer**

I took over the Treasurer's role from interim Treasurer, Ruth Merriot at the AGM last year. It has taken much time to learn my role and my responsibilities as Treasurer and I'm still learning. I thank Ruth for her mentorship and her support. Anna Luk and Judith Hibberd, the other members of the Finance Committee, both seasoned ELLA Board Members, have helped tremendously.

The audited financial statements for the last complete fiscal year (October 2012 to September 2013) will be presented at the 2014 AGM as required by the Bylaws. These financial statements are available via the ELLA website or by contacting the office.

2012-2013 was a financial success as we had more members and more Spring Session attendees than ever before, and once again, we netted a significant surplus because of this. The budget for 2013-2014 was more subdued as we realized we needed to increase the number of classes due to the increase in attendees, increase the amount we pay our superb instructors and accommodate the costs of online registration. We projected a loss for 2013-2014 even with the increase in fees, but once again, ELLA has proved more popular than we projected and we are on track for a modest surplus.

The workload of the Treasurer and the Finance Committee continues to increase as ELLA changes to accommodate increased membership and Spring Session demand.

As I close the door on Year 1, I look forward to a Year 2 that should prove to be easier only in the fact that I now have knowledge I didn't have when I started.

## Administration Committee

### Germaine Chau, Chair

The Administration Committee not only runs the ELLA office -

- We process your memberships, answer your questions and do our best to make sure you get the courses you want.
- For the Communications Committee, we deliver all correspondence such as renewal reminders, newsletters and course guides.
- For the Treasurer, we make bank deposits and process your membership fees.

2013-2014 was an exciting year for the Administration Committee. We rolled out online registration and achieved many new milestones in memberships and registrations. We broke records practically in every category and almost doubled ELLA membership and registration (over 5 years).

Below is the comparison of the last five years:

	2010	2011	2012	2013	2014
Members – New	105	157	204	269	237*
Members - Returnee	281	348	398	472	574*
Members - Total	386	505	602	741	811*
Registrants - New	77	114	143	141	116*
Registrants - Returnee	189	234	278	301	385*
Registrants - Total	266	348	421	441	501*

\*Data as of April 12, 2014

**Online Registration (using Eventbrite)** was successfully implemented with some minor unanticipated problems in the first 3 hours of registration. We have asked Eventbrite for some changes.

- On February 10, 2014, about 150 members signed on when registration opened at 9:30 am. Out of a total of 501 registrants, 252 (50%) were registered in the first 2 hours, 355 (70%) were registered by Day 1 (Feb 10) and 434 (86%) students were registered by Day 5. Just five years ago (2010), we had only registered 35 students on the first day.
- 9 courses were full by Day 1 (Core Stability in 8 minutes, Yoga in 14 minutes, Freefall writing in 17 minutes, Feng Shui, Watercolours, Computer Basics, Middle East Politics, Digital Photography & Beginner Drawing)
- 270 (54 %) of our members registered themselves. The rest are assisted by the ELLA office volunteers.
- We had a 13.6 % increase of registrants over last year, and an 88.3 % increase from 2010.

#### Volunteers:

This year we have 25 dedicated volunteers, truly lifelong learners, who gave up many hours to come for Registration demo, training and practice sessions. **Special thanks** go to:

- **John Chandler**, who has created an extremely user friendly ELLA database five years ago, added many innovative processes, brought our technology up-to-date, created reports using screen scraping to bridge the gap between the ELLA and Eventbrite database. We are truly sad to see your retirement from ELLA.

- **Jean Posyniak**, who has become our resident trainer and training manuals writer. We appreciate your many days working till 2:30 am to finish our training handbooks.
- **Office volunteers include:** Linda Axley, Dolores Brent, David Evans, Faith Fernalld, Marj Foth, Dianne Gillespie, Cathy Gordey, Margaret Harris, Vivianne Harris, Jane Hopkinson, Beverly Hulley, Mary Anne King, Muriel Kuchison, Janice Lavoie, Ray Lieberman, Pauline Ma, Jim Macdonald, Judy Maynes, Karen Mills, Sheila Parr, Ed Posyniak, Eileen Tait and Carol Vaage.

## Bylaws and Policies Committee

Jim Macdonald, Chair

The Bylaws and Policies Committee has responded to issues raised by Board members by researching and providing interpretations as required. The most significant task undertaken was the development of an **Organizational Standards** document, which was adopted by the Board and is available on the ELLA website. It contains a Code of Ethics and a Code of Conduct.

- The **Code of Ethics** is an overview of principles intended to ensure an environment of security, harmony and respect through which the mission, vision and values of the organization can be fulfilled. These principles include honesty, integrity, diligence, accountability, respect, safety and confidentiality.
- The **Code of Conduct** is intended to guide conduct in interactions within the organization or with external partners, vendors or service providers. This includes adherence to policies, practice and fostering of respect, facilitation, flexibility, open communication, objectivity, fairness and confidentiality. It addresses avoidance of discrimination, conflict of interest, misconduct, misuse of authority and it calls for reporting of any inappropriate behaviour.

In accordance with the Bylaws and Board Policy our Committee has initiated the review of the **Purposes and Functions Statement (P&FS)**. This is intended to reflect changes arising from the Futures Group research and report. The Board has approved a timeline for completion by autumn. Bylaw Committee members have been assigned to each Committee to facilitate the revisions. Related to this initiative, our Committee has already revised the section of the P&FS that pertains to Bylaws and Policies. We have also done a corresponding revision of our Handbook in a new format that sequentially addresses the purposes and functions defined for our committee.

### **Bylaws and Policies Committee Members:**

This is my opportunity to thank the members of this committee for the fine contributions each has proffered, the wisdom, support and respect provided to each other through our meetings and for exemplifying the qualities named in the organizational standards. Thanks to Don Chadsey, Nga de la Cruz, Edith Lindquist, and Nancy Rae.

## **Communications Committee**

**Barbara Leung, Chair**

The Communications Committee:

- Maintained the ELLA website.
- Produced a spring and winter newsletter.
- Produced the ELLA course guide with content from the Program Development Team.
- Wrote correspondence to members.
- Worked with the Administration Committee on the implementation of online registration (Eventbrite). This included writing the text and correspondence generated by Eventbrite, as well as information for members on changes in registration procedures.

### **Communications Committee Members:**

In 2013-14, Jane Hopkinson, Julie Milne and Regina Price were great additions to the Committee, and contributed their writing and proofreading skills. The following 5 members have made Communications easy and enjoyable for me over my 3-year tenure as Chair.

- John Chandler maintained the website, did the layout for newsletters and course guides, and ensured that all the details required for Spring Session were posted in a timely fashion.
- Germaine Chau provided excellent suggestions for articles, paid attention to details and mentored me during my first term on the Board. Germaine also provided an important link to the Administration and Program Implementation Committees.
- Lorraine Jeffery designed the course guide covers.
- Jan McGregor used her excellent editing skills to improve the readability of ELLA publications.
- Ed Posyniak reviewed photographs, wrote articles and handled the printing of course guides.

### **Special Thanks To:**

- Cecilia Mullikin and other ELLA members for the great photographs that were used in the newsletters and course guides. Cecilia took the majority of the great photographs we used in the 2013-14 newsletters and Course Guide.
- All the ELLA members who said yes to a request to interview instructors.
- And all the instructors and ELLA members who allowed us to profile them in our newsletters.

## **Program Development Committee**

**Liz McCord, Coordinating Chair**

As we move forward and prepare for the future, our Committee continues to change and adapt to those realities. Highlights of the past year include the following:

- Continuous reassessment and evaluation of our program to meet the needs of our members.
- Working closely with the Futures Committee to review current delivery Model, Board, Bylaws and policies and to make recommendations.
- Reviewing and compiling volunteer documents to clarify roles, responsibilities, and process for the various committees.
- Reviewing and updating Instructor Recruitment documents for subcommittees.
- Working closely with Eventbrite implementation team for online registration.
- Implementing 'learning spaces' capacity rather than capping registration to allow for more student enrollment.
- The addition of 5 additional class periods.
- Adding another Art Course, up from 4 last year.
- Seeking Team Leaders to shadow the Coordinator and Co-chair roles for the following years.
- Developing our partnership with the U of A Extension as the demand for our programming increases.

We are so very grateful to our active Program Development Committee volunteers for making our exciting and inspirational program a reality. Attached are the names of these committed volunteers. Some were on more than one subcommittee. We also thank Dawna Dey Harrish for her leadership over the past 2 years in Fine Arts. We are seeking a new Team Lead for this subcommittee for 2014-15.

### **Evaluation subcommittee – Chair Betty Grudnizki**

Marilyn Buchanan, Faith Fernald, Peggy-Anne Field, Regina Price, Ollie Triska

### **Noon-Hour Speaker Selection Committee – Chair Mary Anne King**

Jenny Bain, Marilyn Buchanan, Mary Fairhurst, Peggy-Anne Field, Cathie Gordey, Beverly Hulley, Joanna Miazga, Karen Mills, Noma Morrissey, Kurt Patterson, Lois Pawl, Ollie Triska

### **Science Subcommittee – Chair Karen Mills**

Sue Barnes, Mary Fairhurst, Cathie Gordey, Mike Hruska, Ray Lieberman, Julie Milne, Cliff Revell, Campbell Ross, Lynn Skillen, Ted Snow

### **Humanities Subcommittee – Chair Jill Swann Lussier**

Marilyn Buchanan, June Carrington, Peggy-Anne Field, , Mike Hruska, Bernadette Lafleur, Joanna Miazga, Noma Morrissey, Maxine Newbold, Lorne Pendleton, Wendy Saunders, Ted Snow,

### **Fine Arts Subcommittee – Chair Dawna Dey Harrish**

Betty Grudnizki, Eva Kopecka, Karen Mills, Noma Morrissey, Maxine Newbold, Lorne Pendleton, Campbell Ross, Ted Snow, Sandra Tulloch, Carol Vaage

**Edmonton Lifelong Learners Association (ELLA)**

**Annual General Meeting - Reports of Officers and Committee Chairs**

**Prepared April 21, 2014**

## **Program Implementation Committee**

### **Colleen Burton Ochocki and Roger Delbaere, Co-Chairs**

Once again, the Program Implementation Team is continuing to provide the best experience we can for students attending ELLA Spring Session. Program Implementation is responsible for the behind the scenes logistics, such as booking rooms, printing signs, finding paper clips, and making sure people know where they need to be for their classes.

Of course, many people are involved in this endeavour. There are numerous ELLA members who support this work, as well as the very much appreciated staff in the Faculty of Extension, the Faculty of Education, and other Faculties and staff at the University of Alberta. ELLA Spring Session could not occur without those dedicated people who provide the printing, the technical support, the AV needs, and the keys to the rooms that are used by the students during these three weeks in Spring. The Program Implementation team would like to acknowledge the challenges resulting from changes within the University, and is grateful for the collaborative approach the people we are now working with have undertaken. Thank you to Elaine Holtz, in the Faculty of Education, for her ongoing support and assistance to ELLA.

**ELLA Ambassadors:** This year we experienced a change in the Ambassador Leads, and we would very much like to thank and acknowledge Janet Pearce and her co-lead Isobel Wilson for the fantastic job they have done organizing the volunteers who offered to be “Ambassadors for ELLA”. At last count, ELLA had twenty-three volunteer Ambassadors signed up.

**Facilitators:** Facilitators are the link between the students and the instructor, and must be available to provide the (sometimes numerous) announcements on a daily basis. This year, there are thirty-seven courses and noon hour speakers who all require facilitators.

To help alleviate some of the burden on volunteers, a Spring Session Assistant is hired. This year, Kaylee De Benedetto has joined the team at the Information Table. Kaylee provides administrative and logistical support, including assisting you with purchasing luncheon and wind up party tickets.

**AV Support:** One of the very key roles of the Program Implementation Committee volunteers is the provision of AV and technical support and once again we offer many thanks to the ever dependable Glen Walker for providing his AV and IT expertise, and for training others to assist. The world of IT and AV is a rapidly changing one, and we appreciate having someone who is ready to adapt and respond quickly to meet the increasingly complex AV needs of students and instructors.

Something new this year to ELLA is the establishment of Interest Circles. A change to the format of the Art Show will come about, should the art course participants choose to do so. This means participants in each class will have the choice as to whether or not to display their art work in the Education Centre for the last two days of ELLA.

Thank you to the enthusiastic volunteers who help to make sure that you, an ELLA member and Spring Session participant, are able to enjoy a worry-free three weeks, knowing that you’ll find your way to your class, your instructor will also find their way to their class, you’ll have the correct handouts when you get there, and you’ll be informed on a daily basis of all you need to know about Spring Session 2014.

**Program Implementation Committee Volunteers:**

Team Leads: Ambassadors- Janet Pearce and Isobel Wilson    AV- Glen Walker

Doug Anderson	Jenny Bain	Jeanna Baty
Claudette Birzgalis	Dolores Brent	Joan Brown
Don Chadsey	Terry Diduch	Mary Fairhurst
Faith Fernalld	Peggy-Anne Field	Corinne Fincham
Marj Foth	Helen Gillespie	Margaret Harris
Vivianne Harris	Doug Heaton	Jennifer Hinchcliffe
Marj Hughes	Beverly Hulley	Esther Koziol
Muriel Kuchison	Carol Lagasse	Janice Lavoie
Ray Lieberman	Karen Lewis-Caron	Anna Luk
Jim Macdonald	Darlaine Mahoney	Liz McCord
Joanna Miazga	Julie Milne	Dennis Miller
Noma Morrisey	Lea Nicoll-Kramer	Lois Pawl
Marjorie Phillips	Ed Posyniak	Jean Posyniak
Nancy Rae	Elaine Rodger	Campbell Ross
John Ross	Wendy Saunders	Lynn Skillen
Jill Swann-Lussier	Ollie Triska	Sandra Tulloch
Elaine Wagner	Shirley Zylstra	

## Publicity Committee

Jeanna Baty, Chair

The major function of the Publicity Committee is to market the organization to the general public. The Committee tries to reach out to new members in the broader community through a number of measures such as newspaper advertising, placing information in public locations, public presentations and displays. The emphasis of our work is to reach individuals prior to the beginning of registration for Spring Session, so we are at work primarily from October to March.

Although the majority of our members indicate that they heard about ELLA from a friend or by word of mouth, we know that an advertising prompt at the right time often moves an individual from having an idea about participating in our learning experiences, to taking an action and buying a membership. A big thrust in ELLA this year was preparing for online registration. So in Publicity, we focused on encouraging individuals to purchase their ELLA memberships early. We wanted to ensure that as many of our members as possible would be ready to register as soon as registration opened. This would offer them the best choice of available courses. It appears to have been a successful venture, as 55% of our members did register using Eventbrite.

This year we also tried to determine which advertising was the most effective for our limited budget and which publicity measures were most likely to reach our intended population. We tried to better target our advertising to particular periods and populations. We are satisfied that there was an improvement.

Registration is at an all-time high and some question the need for ELLA to continue to market itself. It is our belief though, that an organization must always keep itself and its work in front of the community, as there are many competing interests. Although ELLA appears for only a brief time each Spring, it is necessary to maintain visibility in the community throughout the year. Fortunately, ELLA is not a difficult sell. Both the participant learners and the excellent instructors are enthusiastic about their ELLA experiences and glad to contribute in any way they can. Thanks to all the people who have voluntarily taken photos, written advertorials, made public presentations, delivered advertising materials, phoned community organizations and done the necessary administrative work to “tell the good story” to the community. It has been another fulfilling year.

**Publicity Committee Members:** Doug Anderson, Ann Campbell, Lynda Ferguson, Lorraine Kraus, and Ed Netzlaff.

## **Recruitment Committee**

**Judith Hibberd, Chair**

The Recruitment Committee is at its most active during the first five months of each year, including the Spring Session. It searches for, and encourages ELLA members to serve on the Board of Directors and its various subcommittees.

### **Board Member Recruitment**

This year the Committee continued the practice of preparing a folder for the recruitment of Board members. This folder contains information that ELLA members need to assist them in making a decision to seek election to the Board of Directors. This year, the turnover of Board members is somewhat larger than usual as two unexpected resignations were received. As a result of the Futures Study and recommendations, two new committees of the Board will be established, a Steering Committee, and a committee to address the ongoing work of managing ELLA's documents, both past and continuing. The Board approved a plan to recruit a full complement of Board members, i.e., 20 members, for the upcoming year. In March, the Committee nominated Carol Vaage to the position of President-Elect.

### **Volunteer Sign-Up**

A few changes were made to the tools we use for signing up ELLA volunteers to the various committees. The Recruitment Committee recognizes and appreciates the thousands of hours of work contributed by our volunteers, and offers a huge vote of thanks to every one of them. The list of volunteers who contributed to the work of ELLA again exceeds one hundred people.

Special thanks to Anna Luk, who in addition to her role as Vice President, contributed significantly to the work of this Committee.

## ***Ad hoc* Committee - Futures Working Group**

### **Carol Vaage, Chair**

The Committee was formed in September 2013, to investigate three alternatives for ELLA's future: to stay the same as previous years with a capped enrollment; to continue to grow in size for the Spring Session; and to offer non-Spring Session learning opportunities.

To help us delineate issues, we used many different analyses, such as SWOT, interviews, key processes, and critical decision factoring. Research into demographics, third age learning (non-school, non-career), Edmonton learning options, and non-traditional delivery methods helped us envision potential pathways for ELLA.

On February 18, 2014, the Committee presented a substantial report to the Board, with 59 recommendations. Board members prioritized their top rankings, and we amalgamated those to select the main Board priority rankings. A special Board meeting was held to make decisions on these top priority items. These reports are posted on the ELLA website.

Here are some of the upcoming changes for ELLA:

1. We have to plan for growth and there are many options for us. The old model of capped enrollment will not be sustainable as it has already changed during this past year. ELLA is adapting to growth for the Spring Session, and it will always be our most important emphasis.
2. A Steering Committee has been formed to provide advice to the Board on governance matters.
3. A Documents and Records Committee has been established to develop records management and archive systems.
4. A Non-Spring Session Learning Committee Chair position has been created on the Board to research, plan and implement a pilot project (ripple) over the next year.
5. A membership survey will be conducted over the next few months to find out what non-Spring Session learning opportunities have the most appeal to our membership.
6. Technology is a definite factor for the future, and we are looking at several options. Eventbrite worked well for ELLA, and that is an encouraging step for gradual change.
7. Our partnership with the U of A, Faculty of Extension, is a vital piece to our identity and we need to strengthen our relationship to be in step with our imminent growth.
8. Our volunteers are our best asset, and we want to celebrate their contributions, and avoid overburdening particular committees and positions. Reorganizing our Board and Committees for efficiency and equity of work distribution is a strong consideration for the upcoming year.

This work was done with one intent – that we retain the essence of ELLA with everything we do. Some change is necessary to maintain a healthy organization, but we are still passionate about creating learning that we want in a community of lifelong learners, providing well-rounded learning in a welcoming, warm and fun environment, celebrating our dedicated volunteers, and working in partnership with the university to deliver a unique ELLA form of learning.

**Futures Working Group Members:** John Elliott, Kurt Paterson, Lorne Pendleton, Ed Posyniak, and Shirley Zylstra.