

COLLEGE READING AND LEARNING ASSOCIATION

BOARD CONFERENCE CALL NOVEMBER 2, 1995 SUMMARY OF MINUTES

Members on-line: Pat Mulcahy-Ernt, *President*; Tom Gier, *Past-President*; Vince Orlando, *President-Elect*; Sandra Evans, *Treasurer*; Rosalind Lee, *Secretary*.

The meeting was called to order at 11:00 a.m. EDT.

1. **Agenda Approved**
The agenda was approved.
2. **Minutes Approved**
The minutes of the August 8, 1995 conference call were approved as amended. The minutes of the September 7, 1995 conference call were approved.
3. **State/Region/Chapter Update**
The display boards are moving to the regional conferences according to schedule. State directors are needed for North and South Dakota (one director) and for Minnesota.
4. **SIG Update**
The CRLA logo stamps have been distributed. Ten (10) more are needed.
5. **Professional Association Liaison Committee (PAL's)**
Gladys Shaw is compiling a speaker resource file.
6. **Professional Activity of Board Members**
 - a) **Midwest College Learning Centers Association (MCLCA) Conference**
Rosalind attended this and gave an information session on CRLA. There was particular interest in tutor certification. The Board will be sending someone regularly to attend this conference.
 - b) **Washington Chapter Conference**
Rosalind attended this and gave a presentation on teaching mathematics. A spring conference being planned with the Washington Association of Developmental Education (WADE) may impact members being able to attend the Kananaskis Symposium.
 - c) **Oregon Chapter Conference**
Tom attended this. He and Karan Hancock gave a keynote workshop and two roundtable sessions on tutoring.
 - d) **Alaska Region Conference**
Tom attended this conference which was small in number but big on enthusiasm.
 - e) **Iowa/Missouri Chapter Conference**
Sandra attended this and gave a luncheon presentation.
 - f) **Texas Chapter Conference**
Sandra attended this conference and gave a presentation.

Members are generally supportive of the national organization, but many individuals may not be able to garner funding to attend the 1996 conferences.

The Board supports the states through funding requests and through attending state conferences.

7. **Spring 1996 Canadian Symposium**
The Kananaskis Lodge has been flexible and accommodating with respect to room arrangements.

The program committee has made its selections and presenters are being notified. The Board will meet during the week of April 13-20.

8. Fall 1996 Albuquerque Conference

Arnold L. Mitchem, director of TRIO programs from Washington DC, will be the keynote speaker and will also give an institute. He will speak on public policy and funding.

Advertising and conference arrangements are well under way. Susan Deese-Roberts will be the Registration chair.

9. Standards Task Force

Judith Olson-Fallon will become the new chair of the Standards Task Force.

Pat Mulcahy-Ernt has sent a CRLA response from the Standards Task Force to IRA regarding the IRA/NCTE Standards Report. The Board supports this response.

10. CAS Standards

Pat M-E and Martha Maxwell will be presenting on the Standards at the American College Personnel Association Conference and at the 4th North American Conference on Adolescent and Adult Literacy. During the latter conference, CRLA will also host an information table as part of the "Literacy Showcase."

Martha Maxwell will discuss the CAS Standards at the NADE conference and at the two conferences mentioned above. The Board supports the draft document.

11. Journal of College Reading and Learning

JoAnn Carter-Wells submitted a report.

The application deadline for an Executive Editor will be extended.

It was moved that JoAnn Carter-Wells term as JCRL Editor be extended through to the Albuquerque conference.

12. Membership Report

Lifetime members have been requested for address updates, SIG leaders have been sent current mailing labels, membership brochures have been distributed to PAL's. The process for sending out a renewal letter to the general membership was begun.

13. Elections Report

The upcoming Newsletter will contain biographies and photographs of the candidates. Ballots will be sent out in January with a February return date. **It was moved that \$30 be granted to the Elections Chair for a work study student to help with the mailing.**

14. Non-Profit Corporate Report

This was duly filed in New Mexico.

15. Non-Member Conference Fee

It was moved that the non-member rate for the Albuquerque conference be \$130.00.

16. CRLA Membership List Distribution

There will be no distribution of CRLA members' names to outside agencies at present because only a small number have indicated "yes." Each request will be brought to the Board separately for a decision.

17. American Council of Developmental Education Associations

CRLA will participate in this joint council of organizations with a developmental and learning assistance focus. There will be an information session on the joint council at the Albuquerque conference.

18. Board Goals for 1996

Pat Mulcahy-Ernt will compile the Board's goals and publish them in an upcoming *Newsletter*.

19. Next Board Meeting

The next conference calls are scheduled for 11:00 am EST on Feb 1 and Mar 28, 1996.

The meeting adjourned at 12:56 pm EST.

COLLEGE READING AND LEARNING ASSOCIATION

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The meeting was called to order at 11:00 a.m. EST.

1. *Approval of Agenda (Attachment A)*

Tom moved that the agenda be adopted.
Seconded by Sandra. PASSED.

2. *Approval of Minutes*

Vince moved that the minutes of the August 8, 1995 conference call be approved as amended. Seconded by Tom. PASSED.
Tom moved that the minutes of the September 7, 1995 conference call be approved. Seconded by Vince. PASSED.

3. *Updates*

a) *State/Region/Chapter*

Tom reported that the two display boards are moving smoothly around the country according to schedule.
Two state directors are needed: one for North and South Dakota and one for Minnesota.

b) *SIG Update*

All the CRLA logo stamps have been sent out. Ten (10) more are needed.

c) *PALs*

Gladys Shaw has been putting together a speaker resource file. This can be used by all CRLA leaders who might be looking for conference speakers.

d) *Professional Activity of Board Members*

i) *Midwest College Learning Centers Association (MCLCA)*

Rosalind attended the MCLCA conference which drew about 175 people. The keynoter was Mike Love, author of Lives on the Boundary. There was particular interest in CRLA tutoring certification. The Board felt it would be a good idea to send an emissary from CRLA regularly to this conference, since MCLCA is becoming prominent in the Midwest.

ii) Washington Chapter

Approximately 60 people attended this state conference. Rosalind made a presentation entitled "Conceptions of Teaching Mathematics." The Washington leadership appreciated the presence of a national Board member. A joint state conference is being planned with Washington Association of Developmental Education (WADE) for early May. This will impact attendance from this group to the Kananaskis Symposium.

iii) Oregon Chapter

There were about 60 people at this state conference. Tom attended and reported that it is very strong, and that June Benson did a marvellous job organizing it. He and Karan Hancock did a keynote workshop plus two roundtable sessions on tutoring.

iv) Alaska Region

This is a small (about 20) but energetic group. Two people submitted proposals for the Kananaskis symposium. Tom attended this state conference.

v) Iowa/Missouri Chapter

Sandra attended this chapter conference in which there were about 120 people. She gave a luncheon presentation.

vi) Texas Chapter

Sandra attended the Texas Chapter conference which drew about 250 in Corpus Christi. Gene Beckett, president of NADE, gave the keynote.

In general, the members seem very supportive of the national organization, but many individuals may both have funding to attend next year's national conferences.

General State Support

There was discussion of how states are supported. Each state is responsible for balancing their own budget. The Board supports the states through each chapter president's or state director's request for funding, via applications for special funding and by sending national Board members to state conferences.

Tom recommended adding this topic to a future agenda to be discussed more fully.

e) Spring 1996 Canadian Symposium

Tom reported that the Kananaskis Lodge is being very flexible with respect to symposium arrangements. 165 rooms are being held; we can decrease this number without penalty prior to January. In addition to the regular meeting rooms, they are also providing 2 conference rooms for our use.

The program committee has selected presenters for 18 symposia and 12 roundtables. Presenters are being notified.

There was a brief discussion of the Board's schedule during the week of April 13-20.

f) Fall 1996 Albuquerque Conference

Arnold Mitchem, director of TRIO programs from Washington, DC will be the keynote speaker. He will present a 3-hour institute and keynote on the issues of public policy and funding.

The luncheon speaker will be a local (New Mexico) person.

Advertising for the conference is well under way; much has already been disseminated. The proposal deadline of January 30 allows presenters to make funding arrangements before summer.

Susan Deese-Roberts will be the primary registration person. Site workers are now being sought.

4. Old Business

a) *Standards Task Force (Attachment B)*

This is a very active and busy committee. Judith Olson-Fallon will be replacing Martha Maxwell as chair.

The IRA/NCTE Standards Report is in its last phase of development and the final document is to be published in spring, 1996. Pat Mulcahy-Ernt has sent a CRLA response from the Standards Task Force to IRA.

The Board supports the CRLA response.

Pat Mulcahy-Ernt and Martha Maxwell will be presenting on this at the American College Personnel Association Conference in March. The session title will be "Standards for College Reading and Learning Assistance: Futuristic or Reminiscent?"

They will also be presenting at the 4th North American conference on Adolescent and Adult Literacy in Washington, D.C. on Feb. 2, 3: "The National Standards from the Perspective of Developmental Education." At this conference, CRLA has been invited to host a table as part of the "Literacy Showcase."

b) *CAS Standards*

Martha Maxwell will discuss the CAS Standards at NADE and at the two conferences mentioned above. The Board supports the draft document.

c) *Journal of College Reading and Learning*

The application deadline for the Executive Editor position has been extended as no applications have come forth. The Board will solicit members who may be interested in the position.

Vince gave some background to the job descriptions and the positions of Editor and Executive Editor. The intent was to list the many diverse functions of editorship. The titles and job descriptions are meant to be informative rather than prescriptive.

Tom moved that JoAnn Carter-Wells' term as JCRL Editor be extended through to the Albuquerque conference. Seconded by Sandra. PASSED.

JCRL Report (Attachment C)

JoAnn Carter-Wells submitted a report which described the work she has done.

d) Membership Report

There is a new international member from Palau. Membership brochures have been sent to PALs. SIG leaders have been sent a batch of current labels. Lifetime members have been sent a membership form to keep their records current.

Renewal Letter

It is time to send out the renewal letter. Pat will draft a letter via e-mail with Vince, Rosalind will generate the labels, and Sandra will send them out from her school.

e) Elections Report

Photographs of the candidates and their biographies will appear in the upcoming Newsletter. Jo-Ann Mullen is planning to send out the ballots so members receive it in January, with a return date of February 29. The actual ballot will be used as the return envelope. She has requested some money for a work study student to help with this.

Tom moved that \$30 be granted to Jo-Ann Mullen , Elections Chair, for a work study student to help with the mailing. Seconded by Sandra. PASSED.

f) Electronic reporting of CRLA Conference Calls

Pat M-E suggested that CRLA material be sent via electronic mail (email). It was noted that not everyone has access to email, but this will be explored further.

g) Non-Profit Corporate Report

This was duly filed in New Mexico.

5. New Business

a) Membership Recruiting

Pat M-E put together a membership package for Board members. The Board will look at the feasibility of reviving the membership resource directory.

b) Conference Fees for Non-Members

Tom moved that the non-member rate for the Albuquerque conference be \$130.00. Seconded by Vince. PASSED.

c) Distribution of CRLA Membership Lists to outside Organizations

Pat M-E has received requests from Roxbury Press and the Kellogg Institute for our membership list. Since only 44 members are recorded on the database for approving their names be sent to an outside agency, there will be no action. Tom recommended that each request for mailing labels be brought to the Board separately for a decision. It was noted that with the 1996 renewals coming in, there will probably be more who say "yes."

It was also noted that though the liaison agreement with MCLCA includes a membership list exchange, only our members who have indicated "yes" can be on an exchange list.

d) American Council of Developmental Education Associations (Attachment D)

This is a proposal for a joint council of organizations with a developmental education and learning assistance focus. It will provide a forum to discuss common issues such as the IRA/NCTE National Standards. There will be a meeting at NADE on this. There will also be a session on the council at the Albuquerque conference.

e) Board Goals for 1996

Pat M-E is planning to write up the Board's 1996 goals for the *Newsletter*. Board members were asked to submit goals to her before year-end.

6. Next Conference Calls

The next two conference calls are scheduled for 11:00 am EST on:
Thursday, February 1, 1996
Thursday, March 28, 1996.

Tom moved adjournment of the meeting at 12:56 pm EST.

These minutes were approved as amended February 8, 1996.

COLLEGE READING AND LEARNING ASSOCIATION

BOARD CONFERENCE CALL

NOVEMBER 2, 1995

LIST OF ATTACHMENTS

- A. Tentative Agenda for the CRLA Conference Call: Thursday, November 2, 1995
- B. CRLA's Standards Task Force Summary Response to the IRA/NCTE Standards for the English Language Arts
- C. Report from Editor of the *JCRL*
- D. Proposal for American Council of Developmental Education Associations

TENTATIVE AGENDA FOR THE CRLA CONFERENCE
THURSDAY, NOVEMBER 2, 1995

1. Approval of the Agenda
2. Approval of the Minutes (August 8, 1995 & September 7, 1995)
3. Updates
 - a) State/Region/Chapter Update (Tom)
 - b) SIG Update (Pat)
 - c) PALS (Pat/Gladys Shaw)
 - 1) Updated PALS Directory
 - 2) Speaker Resource File
 - d) Professional Activity of Board Members (Board)
 - 1) MCLCA & Washington (Rosalind)
 - 2) Oregon & Alaska (Tom)
 - 3) Texas (Sandra) + Missouri
 - e) Spring 1996 Canadian Symposium (Tom)
 - f) Fall 1996 Albuquerque Conference (Vince)
4. Old Business
 - a) Standards Task Force (Pat)
 - 1) CRLA Response to IRA/NCTE (Pat)
 - 2) CAS Standards (Pat/Martha Maxwell)
 - 3) 4th North American Conference on Adolescent/Adult Literacy
 - b) JCRL (Pat/Jo Ann Carter-Wells)
 - 1) Executive Editor Position
 - 2) JCRL Report
 - 3) Editor's Term of Office
 - c) Membership Report (Rosalind)
 - d) Election Report (JoAnn Mullen)
 - e) Electronic Reporting of CRLA Conference Calls (Pat)
 - f) Non-profit Corporate Report (Pat/Sandra/Rosalind)
5. New Business
 - a) Membership Recruiting (Pat & Rosalind)
 - b) Conference Fees for Non-members (Vince)
 - c) Distribution of CRLA Membership Lists to Outside Organizations (Pat)
 - d) American Council of Developmental Education Associations (Pat)
 - e) CRLA Goals for 1996 (Pat)
6. Scheduling of Winter/Spring Conference Calls (Tentative)
 - a) Thursday, January 18, 1996 11:00 am EST
 - b) Thursday, March 28, 1996 11:00 am EST(Note: The Board will be meeting April 15 & 16, 1996 in Kananaskis, Alberta.)

10/27/95



**The College Reading and Learning Association's Standards Task Force
Summary Response to the IRA/NCTE Standards for the English Language Arts**

In light of the recent developments of the Standards Project for English Language Arts, spearheaded by the International Reading Association and the National Council of the Teachers of English, the members of the Standards Task Force of the College Reading and Learning Association note the following:

Since the development of literacy processes is a life-long endeavor, standards addressing curricular goals for literacy learning are applicable to those in developmental reading and writing programs in college settings, in learning assistance centers, in tutorial programs, and in adult education settings, as well as to those in K-12 classrooms.

Earlier drafts of the Standards for English Language Arts did not address literacy learning in community college settings, university settings, or other post-secondary programs. Yet, due to the critical nature of literacy learning for many adults, national standards should encompass the literacy goals for those in K-adult, not just K-12, settings. The underlying assumptions and values about the importance of literacy learning, as stated in the various drafts of the Standards, apply to those in post-secondary educational settings, as well as to those in the more traditional K-12 classrooms. Recent drafts of the Standards do address broader life-long literacy processes, which are certainly applicable to learners in post-secondary settings. Therefore, rather than limiting the Standards to K-12 curricula, the Standards should maintain a K-adult perspective.

Standards in Reading and Language Arts need to address the developmental literacy processes of learners from diverse backgrounds, cultures, and languages.

The more recent draft (July, 1995) tends to value literacy learning in the context of the mainstream culture in the United States. Yet, not all students come to the classroom environment with social or economic access to the mainstream culture, with access to resources for literacy learning, or with the same background, perspectives, or experiences assumed by those in the mainstream culture of literacy. Curriculum standards should not expect all learners to have the same type of access to books, computers, mentors, and literacy experiences prior to school learning and during school learning. Although the recent draft of the IRA/NCTE Standards notes philosophical and equity principles recognizing diversity in our culture, the "school entry level" statements of the Standards assume access to the mainstream culture, and the other statements assume access to supportive educational environments.

The working drafts of the Standards during the past year need an even wider perspective to acknowledge the many different types of literacy journeys that learners take. Particularly regarding students who have experienced marginalization, literacy is a journey that is not an even path. If vignettes or illustrations are reinstated in the Standards document, the CRLA Standards Task Force recommends using examples that show the diversity of experiences, including those of nontraditional students (over the age of 25), those who have "dropped into" school after dropping out, those who learn in nontraditional settings, and those of different ethnic, social, language, and geographical backgrounds.

Standards in reading and language arts should include academic literacies.

That students need to learn how to learn, particularly for success in the classroom, is overlooked in the recent drafts of the Standards. In developmental reading classes, particularly on the college level, students become acquainted with learning strategies that are instrumental for

success in academic classes. Although life-long literacy goals are more universal than the interim academic goals of learning how to take tests, read textbooks, and prepare written reports, these goals are nevertheless integral for successful participation in academic life. It is the recommendation of the members of the CRLA Standards Task Force that academic literacies be integrated into the curriculum standards.

The Standards document should be written in plain English. In addition, the language style of the Standards should be clear and coherent.

A resounding opinion of the members of the Standards Task Force was that the language of the Standards should be clear, free of jargon, and understandable not only to teachers of literacy but also to students, politicians, business persons, and the public at large. Although the basic ideas of the six Standards are ones that are important for the teaching and learning of the English language arts, the Standards should not contain so much jargon. For instance, words such as "oracy" and "mediacy" are not terms familiar to the general public; they are not familiar to many English teachers either. Stylistically, the language of the Standards is grammatically awkward, contrived, repetitive, and vacuous. As a model of excellence in the Language Arts, the document should be written cohesively and clearly, communicating through plain English both the art of our profession and the substance of our work, in essence, the "heart and soul" of our beliefs. Therefore, it is recommended that the Standards in their present form be revised.

Concluding Statement

Although our review does not support the IRA/NCTE Standards in their present form, the CRLA Standards Task Force is supportive of the efforts of the International Reading Association and the National Council of Teachers of English in articulating curricular goals integral to the teaching and learning of the English language arts: reading, writing, listening, speaking, and utilizing print media. As representatives of the College Reading and Learning Association, we are interested in the articulation of curricular goals for literacy learning in post-secondary settings, particularly in developmental reading and English classrooms and particularly for students of diverse educational and cultural backgrounds. We appreciate the opportunity to review the current drafts and are willing to review future drafts, share our perspectives, and work toward the creation of standards applicable to life-long literacy.

Respectfully submitted to the Directors of the Standards Project in the International Reading Association and the National Council of Teachers of English,

Patricia Mulcahy-Ernt

Patricia Mulcahy-Ernt, Ph.D., CRLA President
September 30, 1995

COPY



CRLA BOARD
TELECONFERENCE MINUTES
Nov 2, 1995
ATTACHMENT C
2 pages

READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

To: *Patricia Mulcahy-Ernt*, President, CRLA - FAX(203) 576-4200 10/13/95
From: *Jo Ann Carter-Wells*, Editor, JCRL - FAX (714) 773-3314. (714) 773-3357
Re: Report for Board Conference Call in November

As per our conversation I am forwarding a report to be included as background for the CRLA board conference call in November. I tried to include additional information that linked to both my spring and summer JCRL updates to you and the board. Please call me if you need any additional information or clarification.

Mailing - I sent additional journals (and new brochures) to Rosalind, Tom, and Texas chapter for state meetings; have investigated using brown wrap sleeve instead of separate envelope for mailing, but learned that this is only done by large mailing services although the shrink wrap is preferred; due to the expense factor we will again use the same process as last time with individual envelopes for the next two issues and will include the new brochure. Copies also sent to the Library of Congress per our ISSN commitment.

Brochures - The new brochure is completed and has been sent to some board members with additional brochures to be sent by the end of the month to other board members and to state directors per the list that Tom Gier just sent me (I will create a separate mailing list for state directors for extra journals in the future); the brochure includes the new journal logo which will be debuted with the next issue in November; these brochures will be sent to an international mailing list which I am having prepared based on a list that Gladys Shaw sent me; in addition I will send copies to the editorial advisory board members for their solicitation of new articles for review (this is an ongoing need of the journal process!!); I will send these to institutional libraries since we now have an ISSN number for their ordering purposes - I had received some inquiries from libraries in the past who wanted to know our ISSN number which was an additional prompt for me to pursue that process with the Library of Congress last year.

Advisory Board - I am expanding the board representation to include community college faculty and have asked Tom Gier to return to the board since he is now past-President; I have asked Vince to include a meeting for the advisory board on the schedule for the Albuquerque conference since it does not seem appropriate for the Canada structure.

Index - I will be completing the topical index begun by Janice Lewis and include it in the January issue of the journal; this index was only *roughly* begun by Janice and *partially completed* (and was inaccurately included in the last board minutes as having been completed by her). Rhea Ashmore had indicated interest in completing the index if she

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became Executive Editor but informed me during August that she had decided not to apply for the position due to her recent book contract commitment.

Article Submission - This is an ongoing need and requires constant nourishment and encouragement; I have asked the advisory board members to look for possible articles/authors in their other professional experiences and I have received 4 articles that are in the review process from personally meeting with presentors from conferences I attended last year - AERA, AAHE Assessment Forum, and the Lilly Conference on College Teaching. In addition, during the past year I spoke to Alexander Astin, UCLA, who has done research on student learning; Cliff Adelman, Office of Educational Research and Improvement, who has recently published monographs on student learning; and Pat Terenzini of the college outcomes work (I met with him for an hour regarding college reading and learning issues); and I also lectured to Ph.D. students at Penn State and gave everyone of these individuals copies of *JCRL*.

Policy Section - This was a new invited and non-refereed section of the journal that was initiated with Volume 26 and has included two articles to date; I now have an article on the outcomes research in writing and critical thinking related to National Education Goal 6.5 just completed by Dr. Elizabeth Jones, National Center on Postsecondary Teaching, Learning, and Assessment. I hope to have a "standards" overview for the January issue. In addition, Dr. Jones has promised to give CRLA an article on the national college reading outcomes research that has been funded by the National Center on Education Statistics (similar to the writing and critical thinking work) which she is also conducting this year. Some of the CRLA membership will be represented on both the focus group and advisory boards during this year in conjunction with this landmark research!!!

Volume 27, Issues 1 and 2 - One will be out in November (currently in production) and the other in January; the approximate budget amount for each N of 1200 is \$4300 without the mailing and small manila envelope charges which should be similar to the last mailing. I have also previously sent all the multiple issue mailings in either large envelopes or boxes from my university address with charges paid by the university which I intend to do with these next two issues. My term ends in Spring, 1996, and I expect that the next Executive Editor will then become the Editor automatically??? Based on both my experience *without* an Executive Editor coupled with my attempts to institutionalize and standardize the journal for CRLA, I would recommend that the understanding and/or job description should reflect the expectation that the Executive Editor would be the transition step for the Editorship. Other components of the journal standardization that were my goals and have been completed include ISSN, copyright acquisition, author contract form, job description for editorial advisory board members, regular meetings at the annual conference, solicited policy section in journal, revised format, logo design, and brochure for the journal with expanded mailing and solicitation - particularly internationally. I also plan to pursue inclusion on ERIC of all our proceedings and journals for archival access (using Karen Smith's collection) and discussions with Heldref publications (multiple journal publisher) before the spring.

To: mulcahyp@cse.bridgeport.edu
Date: Wed, 25 Oct 1995 12:42:59 EST
Subject: 1st Meeting Agenda (ACDEA)
Priority: normal

Pat, here are some of the questions that Gene and I have come up with for the initial meeting:

PROPOSED AGENDA:

1. Should such a council be formed? What are the needs for a coalition council?
2. With what issues should the council concern itself?
3. What actions should the council be able to take?
 - a. What is the extent of the council's authority?
 - b. Should/can the council have access to membership databases?
 - c. How shall the actions of the council be supported by its member organizations?
 1. Relationship of the member organization's executive structure to the council.
 2. Financing the council.
4. What will be the name of the council? (For the sake of reference and as an initial proposal, Gene and I have been referring to it as the American Council of Developmental Education Associations - ACDEA.)
5. What organizations should it represent? (In my own opinion, the only member organizations should be those that actually REPRESENT developmental education. It should NOT include organizations that INCLUDE D.E. as an interest group, e.g., IRA.)
6. How shall it be organized (executive structure)?
- Jim Melko