

# COLLEGE READING AND LEARNING ASSOCIATION

BOARD MEETING  
Thursday, February 26, 1998  
Salt Lake City, Utah  
Summary of Minutes

Salt Lake City Hilton

Board Room

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**Members present:** Kathy Carpenter, *President*; Michael O'Hear, *President-Elect*; Vince Orlando, *Past President*; Lorraine Dreiblatt, *Secretary*; Sylvia Mioduski, *Treasurer*  
**Guests:** Rosalind Lee, *Membership Chair*; Roz Bethke, *Newsletter Editor*.

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The board meeting was reconvened and called to order by president, Kathy Carpenter at 8:15 am.

**1. Induction of new secretary**

Lorraine Dreiblatt was inducted as secretary to replace Marilyn Broughton who is unable to serve.

**2. Review of operating budgets**

The CRLA Operating Budgets for the fiscal years of July, 1996-June 30, 1997 and the 1996 IRS statement were distributed by Treasurer, Sylvia Mioduski. All accounting is being recorded on "Quickbooks." A discussion was held regarding changing the fiscal year.

**3. Conference date change**

Concerns have been voiced about the change of annual conference dates to fall. An assessment of members' views to take place following 1998 conference.

**4. Continuation of budget review**

A line-by-line review of each budget item took place. Sylvia to send final copy reflecting review and changes to Board members for approval.

**5. Conference budget review**

The following items were discussed after a review of the final report of the Sacramento 1997 Conference and proposed income and expenses for the Salt Lake City Conference to be held in November:

- Michael reported that the Leadership Workshop will be held on Wednesday afternoon following a luncheon; the Newcomers Get Together will be Wednesday evening.
- The final design for name tags, ribbons, and incentives will be made by conference committee.

**6. Recruitment of new members**

An increase of CRLA memberships is needed, especially in the Northeast and Central areas. Ten copies of "Call to Conference" will be sent to state directors to send to potential members.

#### **7. State stipend requests**

Two requests for the \$500 stipends have been received by Vince.

- Vince was instructed to contact June Fiorito of Canada to discuss request.
- The second for supplementary funds for the keynote speaker for the Washington Regional CRLA 1999 Conference
- **Motion passed to approve Washington CRLA's request.**

#### **8. Continuation of Conference Items**

Further discussion of incentives, ribbons, bus transportation to computer labs, and meal costs. The review and comparison with last year's conference in Sacramento continued through all items.

#### **9. Display boards**

The Board supported keeping the big display board and making it available for all state chapters. Other items discussed were:

- It was decided that the availability and shipping will be the job of the executive assistant.
- Encouragement will be given to Karen Smith, Archivist to update large board in preparation for NADE, WCRLA, NTA, IRA MCLCA Conferences.
- Kathy will take current board to NADE then to Nebraska conference.
- Vince will contact Washington about their April conference.

#### **10. Overview of 1998 Salt Lake City Conference**

On-site committee members Carl Porter, Lynnae Dropp, Rod Clark and Grat Richards arrived. The following were discussed:

- Family Search Center for genealogy search.
- Campus tours.
- Four technical institutes at the University of Utah are scheduled for Wednesday and two for Saturday afternoon.
- An ice cream social was suggested for the Newcomers' Reception.
- Meals, registration, membership and evaluation forms.

#### **Roz Bethke, Newsletter editor joined the meeting.**

#### **11. Newsletter**

Roz reported that the next issue will be received by all by March 25. Next issue's deadline is May 6; conference issue to be mailed by September 26, deadline for submission August 6. Kathy thanked Roz for her hard work.

#### **12. ACDEA PROPOSED NATIONAL CERTIFICATION**

The proposal was discussed. Kathy will discuss certification programs at NADE conference and report to Board.

#### **13. Approval of teleconference minutes**

Minutes unavailable due to resignation of Marilyn Broughton.

**14. Strategic Planning Committee Chair**

Committee to include Kathy, president, Michael, in-coming president, executive assistant, and chair.

- **Motion passed to appoint Becky Johnen as committee chair.**

**Meeting adjourned for dinner from 5:30 pm to 8:15 pm.**

**15. National Certification rediscussed**

Board voiced its support of proposal with the following concerns:

- Blaming states for failure.
- Poor training by some institutions.
- Question of certification criteria.
- Assignment of specific tracks to each group.
- Time line for certification
- Certifying and approval agent.
- Competencies review.
- Value of certification to individual and institution.

**Meeting adjourned at 9:15 pm**

Board met on February 27 and 28, 9:00 am - 5:00 pm for strategic planning under the leadership of Becky Johnen.

The minutes were approved April 24, 1998.

## COLLEGE READING AND LEARNING ASSOCIATION

### BOARD MEETING Thursday, February 26, 1998 Salt Lake City, Utah Minutes

Salt Lake City Hilton, Board Room

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Members present: Kathy Carpenter, *President*; Michael O'Hear, *President-Elect*; Vince Orlando, *Past President*; Lorraine Dreiblatt, *Secretary*; Sylvia Mioduski, *Treasurer*; Guests: Rosalind Lee, *Membership Chair*; Roz Bethke, *Newsletter Editor*.

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The board meeting was reconvened and called to order by president, Kathy Carpenter at 8:15 am with items to be discussed as outlined in the agenda (*Attachment A*).

1. *Induction of new secretary*

Lorraine Dreiblatt was inducted as secretary, as a replacement for Marilyn Broughton who is unable to serve.

2. *Review of operating budgets*

The CRLA Operating Budgets for the fiscal years of July, 1996- June 30, 1997 (*Attachment B*), and 1997-98 (*Attachment C*) and the 1996 IRS statement (*Attachment D*) were distributed by Treasurer, Sylvia Mioduski. She also reported that all accounting is being recorded on "Quickbooks" which is more efficient and has cut the accountant's bill almost in half. A discussion was then held regarding a change of fiscal year to January to better coincide with CRLA's fall conference and term of treasurer. It was decided that this will be investigated. A change of term for the treasurer was also discussed with a decision made to explore alternatives.

3. *Conference date change*

Kathy also reported that some discussion has been initiated regarding the change in conference time from spring to fall. Concerns have been raised by some states, such as Texas, because of its state conference date which is also in the fall. An assessment of members' views was proposed to take place after the 1998 conference to ascertain if the change is still desirable.

4. *Continuation of budget review*

A line-by-line review of each budget item then took place with discussion and consensus approved regarding each addition, deletion or revision. It was noted that dues payment has declined somewhat from last year. Sylvia stated that she will send a final copy of the proposed budget which reflects this review to each board member after approval.

5. *Conference budget review*

A discussion and review of the Final Report of the Sacramento 1997 Conference (*Attachment E*) then took place followed by a review of proposed income and expenses for the conference to be held November, 1998 (*Attachments F and G*).

*Leadership Reception*

Michael, Conference Chair reported that the Leadership Workshop will be held on Wednesday afternoon following a luncheon. This time period was selected to increase attendance. He also reported that the Newcomers Get together will be held on Wednesday evening, with SIG Leader attendance suggested. An incentive for attendance was discussed which will be explored by Vince and Patti Dozen.

*Name tags and ribbons*

Name tag ribbons and incentives were also discussed with final decisions designated to conference committee.

6. *Recruitment of new members*

Recruitment of new members was then discussed with the goal of increasing membership, especially in the Northeast and Central areas. It was decided that ten copies of "Call to Conference" would be sent to all state directors to send to potential members.

7. *State stipend requests*  
*June Fiorito, Canada*

Vince stated that two requests have been received for the \$500 stipend allocated to state chapters for special activities such as speakers, web sites, etc. The first from June Fiorito of Canada a request for monetary assistance for the newsletter, stationery, and

secretarial assistance (*Attachment H*). Vince was instructed to contact June for further clarification on the use of money for secretarial support.

*Washington region*

The second for the Washington Regional CRLA 1999 Conference for supplementary funds for the keynote speaker (*Attachment I*)

Michael moved that the request to the Washington chapter be approved. Seconded by Sylvia. PASSED.

8. *Continuation of Conference Items*

Further discussion was then held relating to items for 1998 Conference such as incentives, ribbons, bus transportation to computer labs and meal costs. It was decided that the conference committee would make final decisions regarding ribbons and incentives; corporate sponsorship was suggested to off set meal costs. A line by line review and comparison with last year's conference in Sacramento continued through all items.

9. *Display boards*

A discussion was then held regarding the display boards prompted by correspondence to Kathy (*Attachment J*) and Michael (*Attachment K*) from Archivist, Karen Smith. Next newsletter will have an article highlighting Karen for all her work. The board stated its support for keeping the big one and making it available for all state chapters to display. A question arose regarding the location of the small display boards. It was decided that the availability and shipping will be the job of the executive assistant. Karen will be encouraged to update large board during Dec., Jan., and Feb. in preparation for NADE, WCRLA, NTA, IRA, MCLCA, conferences then to any state for state/regional conferences. Kathy will take the current board to NADE then to the Nebraska conference. Vince will contact Washington to see if it should then be sent to them for their April conference.

The Board then took a lunch break at 12:00 pm and reconvened at 1:30 pm.

*10.. Overview of 1998 Salt Lake City Conference*

On-Site committee members arrived and were introduced; Carl Porter, Lynnae Dopp, Rod Clark, and Grant Richards. A discussion ensued regarding Conference (*Attachment L*), campus tours, Family Search Center, etc. There will be technical support labs open at the University of Utah with four institutes scheduled for Wednesday - two in the morning and two in the afternoon. Two additional institutes are scheduled for Saturday afternoon. It was suggested that an ice cream social for newcomers be held on Wednesday evening as the Newcomers' Reception. Schedule meals, registration, memberships, and evaluation forms were discussed also.

Roz Bethke joined the meeting.

*11. Newsletter*

Roz Bethke, Newsletter Editor, reported that the coming issue will be very large; half to be a '98 member directory. This issue should be received by all members by March 25. Next issue's deadline is May 6; the conference issue will be mailed by September 26, deadline for submission is August 6. Kathy thanked Roz for all of her hard work.

*12. ACDEA Proposed National Certification*

A discussion was then held regarding proposal (*Attachment M*). In particular, STEP 3, page 7 which states "Each association may choose to emphasize a certification track consistent with its major emphasis." Since CRLA is already certifying tutors, it was felt that this was inappropriate. Kathy stated that she will discuss certification programs at the NADE conference and will report to the board.

*13. Approval of teleconference Minutes*

Because of the resignation of Marilyn, there will be a

delay of approval of minutes from last conference call to next conference call which is scheduled in April.

14. *Strategic Planning Committee*  
*Chair*

The committee will include Kathy, president, Michael, in-coming president, executive assistant with chair.

**Sylvia moved that Becky Johnen be appointed chair of this committee. It was seconded by Michael and PASSED.**

**The meeting was adjourned for dinner from 5:30 pm to 8:15 pm.**

15.. *National certification rediscussed*

The board voiced its support of proposal (*Attachment M*) but voiced the following concerns:

- a. Blaming states for failure
- b. Some institutions who are teaching courses are poorly trained.
- c. Question of certification criteria.
- d. The assignment of specific tracks to each group.
- e. Time line for certification.
- f. Certifying and approval agent.
- g. Competencies review.

*Value to individual*

A question arose regarding the value of such certification to individual and institution.

It was felt that the specification of tracks to different organization was not appropriate.

Board was supportive of efforts, but requests more information.

**Mike moved the meeting be adjourned at 9:15 pm. Vince seconded.**

The board met on February 26 and 27, 9:00 am - 5:00 pm for strategic planning under the leadership of Becky Johnen. (*Attachments N and O*)

Minutes approved April 24, 1998.



## COLLEGE READING AND LEARNING ASSOCIATION

BOARD MEETING  
Thursday, February 26, 1998  
Salt Lake City, Utah

### List of Attachments to the Minutes

- A. Agenda for the CRLA Board Meeting
- B. CRLA Operating Budget June, 1996 - June 30, 1997
- C. CRLA Operating Budget 1997 - 98
- D. IRS 1996 statement
- E. Final financial report of the 1997 Sacramento Conference
- F., G. Salt Lake City 1998: CRLA Conference Account report
- H. Request for monetary assistance from June Fiorito, Canada
- I. Request from Washington Regional CRLA Chapter for supplementary funds for 1999 Conference
- J. Letter from Karen Smith, Archivist, regarding display boards
- K. Second letter from Karen Smith regarding display boards
- L. Salt Lake City Conference outline
- M. ACDEA tentative outline for a national certification program for developmental education professional
- N. CRLA Strategic Planning Model
- O. CRLA Strategic Plan, Draft Document, October 1997

**CRLA Spring Board Meeting**  
Salt Lake City, Hilton Hotel

**AGENDA**

Thursday - February 26, 1998

- |         |   |
|---------|---|
| 8:30 am | 1998-99 Budgets (operating and conference)      |
| NOON    | Lunch   |
| 1:30 pm | Websites  |
| 2:00 pm | Display Boards                                  |
| 2:30 pm | ACDEA (proposal for Professional Certification) |
| 3:00 pm | Break   |
| 3:15 pm | Conference                                      |
1. Overview of conference schedule
  2. Speakers, Guests, Institutes, etc.
  3. On-Site Plans and Activities
  4. Complementary conference registrations

	A	B	C	D
1		Budget	Actuals	Variance
2	Balance -- July 1, 1996		61982.00	0.00
3				
4				
5				
6	INCOME			
7	Misc Income	0.00	10.00	10.00
8	Dues	30000.00	28810.00	-1190.00
9	Interest Income	500.00	4149.00	3649.00
10	JCRL	500.00	872.00	372.00
11	SIGS			
12	Cog. Psych		115.00	
13	Coll. Reading		490.00	
14	Comp. Tech		160.00	
15	Couns/Guidance		30.00	
16	Crit. Thinking		180.00	
17	Dev/Basic Writing		150.00	
18	Emot/Motiv Aspects		205.00	
19	EFL/ESL		145.00	
20	Research/Eval		160.00	
21	Learning Ctr		545.00	
22	Learning Disabilities		245.00	
23	Liberal Arts Inst.		15.00	
24	Math Tutorial		135.00	
25	Multicultural		70.00	
26	Peer Tutoring		500.00	
27	Workplace Lit		75.00	
28	Teaching Excel		55.00	
29	SIGS Income Other		1380.00	
30		3500.00	4655.00	1155.00
31				
32	International Tut. Cert	3000.00	5850.00	2850.00
33	Tutor Handbook	2000.00	3306.00	1306.00
34	Glossary	0.00	10.00	10.00
35	Awards	50.00	700.00	650.00
36	Scholarship	1000.00	432.00	-568.00
37				
38	Total Income	40550.00	48795.00	8244.00
39				
40	Transfer from Conf Acct	15000.00	17800.00	2800.00
41				
42	2 yr CD	40000.00	55000.00	15000.00
43	6mo CD	0.00	20000.00	20000.00
44				
45	Total Income/Assets	95550.00	141595.00	46594.20
46				
47				
48				
49				
50				
51				
52				

## CRLA Operating Budget July 1, 1996 - June 30, 1997

	A	B	C	D
53		Budget	Actuals	Variance
54	EXPENSES			
55	President			
56	Travel	500.00	566.35	-66.35
57	Hotel/Food	500.00	946.32	-446.32
58	Telephone	1500.00	1357.29	147.22
59	Postage	200.00	254.62	-54.62
60	Printing & Publishing	100.00	0.00	100.00
61	Clerical Assist.	250.00	100.00	150.00
62	Supplies.	200.00	0.00	200.00
63	<b>Total President</b>	<b>3250.00</b>	<b>3224.58</b>	<b>29.93</b>
64				
65	Pres. Elect (in conf. acct.)			
66	Telephone	<b>0.00</b>	<b>257.18</b>	<b>-257.18</b>
67				
68	Secretary			
69	Travel	400.00	741.41	-341.41
70	Hotel/Food	400.00	561.80	-161.80
71	Telephone	100.00	83.26	16.74
72	Postage	100.00	0.00	100.00
73	Printing & Publishing	100.00	104.60	-4.60
74	Clerical Assist.	50.00	120.00	-70.00
75	Supplies.	50.00	39.60	10.40
76	Baggage/Shipping	50.00	132.60	-82.60
77	<b>Total Secretary</b>	<b>1250.00</b>	<b>1783.27</b>	<b>-533.27</b>
78				
79	Treasurer			
80	Travel	50.00	0.00	50.00
81	Hotel/Food	50.00	0.00	50.00
82	Telephone	300.00	202.53	97.47
83	Postage	150.00	235.03	-85.03
84	Printing & Publishing	50.00	0.00	50.00
85	Clerical Assist.	700.00	154.00	546.00
86	Supplies.	250.00	33.74	216.26
87	Other (Auditor)	2000.00	1900.00	100.00
88	<b>Total Treasurer</b>	<b>3550.00</b>	<b>2525.30</b>	<b>1024.70</b>
89				
90	General Board Expenses			
91	Travel	6000.00	3246.12	2753.88
92	Hotel/Food	6000.00	2416.44	3583.56
93	Misc.	400.00	697.18	-297.18
94	Insurance	4500.00	3308.35	1191.65
95	Banking/Check	100.00	201.50	-101.50
96	Teleconferences	2100.00	1292.08	807.92
97	Scholarship	1000.00	1000.00	0.00
98	Research Awards	500.00	100.00	400.00
99	<b>Total General Board</b>	<b>20600.00</b>	<b>12261.67</b>	<b>8338.33</b>
100				
101	<b>TOTAL BOARD EXPENSES</b>	<b>28650.00</b>	<b>19794.82</b>	<b>8855.18</b>
102				
103				
104				

## CRLA Operating Budget July 1, 1996 - June 30, 1997

	A	B	C	D
105		Budget	Actuals	Variance
106	Newsletter			
107	Telephone/FAX	50.00		50.00
108	Postage	400.00	1792.63	-1392.63
109	Printing/Publishing	3000.00	464.87	-2565.13
110	Supplies	40.00		40.00
111	Layout/Graphics	1400.00	1310.00	90.00
112	UPS	60.00		60.00
113	<b>Total Newsletter</b>	<b>4950.00</b>	<b>3567.50</b>	<b>1382.50</b>
114				
115				
116	JCRL (Journal)			
117	Telephone	100.00		100.00
118	Postage	1500.00	552.96	947.04
119	Printing	8200.00	10535.87	-2335.87
120	Clerical	1000.00	150.00	850.00
121	Supplies	200.00		200.00
122	Misc.	1000.00	1094.73	-97.73
123	<b>Total JCRL</b>	<b>12000.00</b>	<b>12333.56</b>	<b>-333.56</b>
124	<b>Total Publications</b>	<b>16950.00</b>	<b>15901.06</b>	<b>1048.94</b>
125				
126				
127	General Organization Exp.			
128	Postage	50.00	50.00	0.00
129	Supplies	50.00		50.00
130	Misc.	150.00		150.00
131	Bonding	450.00		450.00
132	<b>Total General Organization</b>	<b>700.00</b>	<b>50.00</b>	<b>650.00</b>
133				
134				
135	Awards/Fund Raising			
136	Plaques	400.00	295.00	105.00
137	Postage	50.00	43.88	6.12
138	Printing	100.00	0.00	100.00
139	<b>Total Awards/Fund Raising</b>	<b>550.00</b>	<b>338.88</b>	<b>211.12</b>
140				
141				
142	Archives			
143	Postage/Shipping	75.00	9.14	65.86
144	Supplies	60.00	0.00	60.00
145	Conversion	500.00	0.00	500.00
146	<b>Total Archives</b>	<b>635.00</b>	<b>9.14</b>	<b>625.86</b>
147				
148				
149	Nominations/Elections			
150	Postage	350.00	330.40	19.60
151	Telephone	50.00	0.00	50.00
152	Clerical	50.00	54.00	-4.00
153	Printing	300.00	184.54	115.46
154	<b>Total Nominations/Elections</b>	<b>750.00</b>	<b>568.94</b>	<b>181.06</b>
155				
156				

CRLA Operating Budget July 1, 1996 - June 30, 1997

	A	B	C	D
157		Budget	Actuals	Variance
158	Tutor Certification			
159	Clerical	900.00	900.00	0.00
160	Postage	800.00	860.30	-60.30
161	Printing & Publishing	200.00	0.00	200.00
162	Supplies	150.00	32.12	117.88
163	Telephone	200.00	48.04	151.96
164	Other (Handbook Reprint)	750.00	1133.11	383.11
165	Outstanding Tutor Award (T.Pasternak)	250.00	250.00	0.00
166	Misc	0.00	50.00	-50.00
167	<b>Total Tutor Certification</b>	<b>3250.00</b>	<b>3273.57</b>	<b>-23.57</b>
168				
169	Other Committees/Representation			
170	Standards Ad-hoc Comm	500.00	0.00	500.00
171	Communications Task Force	250.00	0.00	250.00
172	Sponsored Research	50.00	0.00	50.00
173	Political Action Coord	50.00	0.00	50.00
174	Prof. Assoc. Liaison Coord	100.00	254.50	-154.50
175	CAS Representative			
176	Travel -- 100			
177	Hotel/Food 300		270.76	
178	Registration 125		140.00	
179	CAS Membership 200		200.00	
180	Misc 75		14.56	
181	<b>Total CAS Rep</b>	<b>800.00</b>	<b>625.32</b>	<b>147.68</b>
182	<b>Total Committees/Representa</b>	<b>1750.00</b>	<b>879.32</b>	<b>843.18</b>
183				
184	Membership Coordinator			
185	Telephone/FAX	1000.00	400.00	600.00
186	Postage	500.00	154.58	345.42
187	Printing/Publishing	600.00	216.87	383.13
188	Computer Supplies	200.00	100.00	100.00
189	Supplies	500.00	27.87	472.13
190	Clerical Assistance	2000.00	359.13	1640.87
191	Misc	0.00	246.55	-246.55
192	<b>Total Membership Coord</b>	<b>4800.00</b>	<b>1505.00</b>	<b>3295.00</b>
193				
194	States & Regions Coord			
195	Travel	650.00	0.00	650.00
196	Hotel/Food	200.00	0.00	200.00
197	Telephone	500.00	242.27	257.73
198	Postage	200.00	348.51	-148.51
199	Misc	0.00	200.00	-200.00
200	Supplies	200.00	0.00	200.00
201	<b>Total States&amp; Regions Coord</b>	<b>1750.00</b>	<b>790.78</b>	<b>959.22</b>
202				
203				
204				
205				
206				
207				
208				

CRLA Operating Budget July 1, 1996 - June 30, 1997

	A	B	C	D
209		Budget	Actuals	Variance
210	Directors			
211	Misc	0.00	0.00	0.00
212	Special Requests	1500.00	1000.00	500.00
213	Supplies/printing	500.00	25.89	474.11
214	Board travel to states/regions	1500.00	356.32	1143.68
215	<b>Total Directors</b>	<b>3500.00</b>	<b>1382.21</b>	<b>2117.79</b>
216				
217				
218	SIG Coordinator			
219	Postage	125.00	31.24	93.76
220	Supplies	25.00	0.00	25.00
221	Telephone	25.00	0.00	25.00
222	<b>Total SIG Coordinator</b>	<b>175.00</b>	<b>31.24</b>	<b>143.76</b>
223				
224	SIG Leaders			
225	Postage	600.00	20.50	526.74
226	Printing/Publishing	700.00	31.01	668.99
227	Supplies	100.00	1.71	98.29
228	Misc	0.00	0.00	0.00
229	<b>Total SIG Leaders</b>	<b>1400.00</b>	<b>53.22</b>	<b>1346.78</b>
230				
231				
232				
233	<b>Total Expenses</b>	<b>64860.00</b>	<b>44578.68</b>	<b>20281.32</b>
234				
235				
236	<b>Income/Assets</b>	<b>80550.00</b>	<b>141595.00</b>	<b>61045.00</b>
237	<b>Expenses</b>	<b>64860.00</b>	<b>44578.68</b>	<b>20281.32</b>
238				
239	<b>Ending Balance - June 30, 1997</b>		<b>65895.74</b>	

# CRLA Operating Budget 1997-98

B	C	D		
ASSETS/INCOME	Budgeted	Actual	Variance	98-99 Proj
<b>ASSETS</b>				
Current Operating Balance (7/1/97)	65,895.74	65,895.74	-	
Certificates of Deposit				
1 2 year CD	55,000.00	55,000.00	-	
2 6 month CD	20,000.00	35,000.00	15,000.00	
<b>TOTAL ASSETS</b>	<b>140,895.74</b>	<b>155,895.74</b>	<b>15,000.00</b>	
<b>GENERAL INCOME</b>				
Dues	30,000.00	11,440.00		30,000
JCRL (journal)	500.00	90.00		750
International Tutor Certification	3,000.00			5000
Tutor Handbook	2,000.00	2,050.00		3000
Glossary	50.00	10.00		
Mailing Labels <i>sale of</i>	375.00			500
Awards/Scholarships	1,050.00			
Interest Income	500.00			1200
Projected SAC Conference Income Transfer	<del>17,544.00</del>	27,000.00		11,500
Misc. Income				
<b>TOTAL GENERAL INCOME</b>	<b>54,625.00</b>	<b>40,590.00</b>		
<b>SIG INCOME</b>				
SIG 1 Cognitive Psych				
SIG 2 College Reading				
SIG 3 Computer Technology				
SIG 4 Counseling/Helping				
SIG 5 Critical Thinking				
SIG 6 Dev/Basic Writing				
SIG 7 Emot/Motiv Aspects				
SIG 8 ESL/EFL				
SIG 9 Research/Evaluation				
SIG 10 Learning Center Management				
SIG 11 Learning Disabilities				
SIG 12 Liberal Arts Colleges/Universities				
SIG 13 Math Tutorial Programs				
SIG 14 Multicultural				
SIG 15 Peer Tutoring				
SIG 16 Workplace Literacy				
SIG 17 Teaching Excellence				
Unidentified SIGS				
<b>TOTAL SIG INCOME</b>	<b>2,500.00</b>			3000
<b>TOTAL INCOME</b>	<b>57,125.00</b>			44,500
<b>TOTAL ASSETS</b>	<b>140,895.74</b>			
<b>TOTAL INCOME</b>	<b>57,125.00</b>			56,000
<b>TOTAL ASSETS/INCOME</b>	<b>198,020.74</b>			



# CRLA Operating Budget 1997-98

	B	C	D	E	F
52	<b>EXPENSES</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Variance</b>	<b>98-99 Proj</b>
53	<b>5000 BOARD EXPENSES</b>	<b>1997-98</b>			
54	<b>5100 PRESIDENT</b>				
55	5101 P Travel	1,000.00	1,006.10		1000
56	5102 P Hotels & Food	1,000.00	189.99		1000
57	5103 P Telephone Expense	500.00	5.43		500
58	5104 P Postage	200.00			200
59	5105 P Printing & Publishing	200.00	35.00		200
60	5106 P Clerical Assistance	300.00			300
61	5107 P Supplies	200.00			200
62	<b>TOTAL PRESIDENT</b>	<b>3,400.00</b>	<b>1,236.52</b>		<b>3,400</b>
63					
64	<b>PRESIDENT-ELECT (in conference account)</b>				
65					
66	<b>5120 SECRETARY</b>				
67	5121 S Travel	500.00			
68	5122 S Hotels & Food	500.00			
69	5123 S Telephone /E-mail Expense	750.00	122.71		
70	5124 S Postage	250.00			500
71	5125 S Printing & Publishing	250.00			
72	5126 S Supplies	100.00	115.42		200
73	5128 S Clerical	50.00			
74	5129 S Baggage & Shipping	100.00	152.14		200
75	<b>TOTAL SECRETARY</b>	<b>2,500.00</b>	<b>390.27</b>		<b>2,950</b>
76					
77	<b>5130 TREASURER</b>				
78	5131 T Travel	50.00			
79	5132 T Hotel & Food	500.00	500.00		
80	5133 T Telephone Expense	100.00	25.89		
81	5134 T Postage	100.00	2.98		200
82	5135 T Printing & Publishing	50.00			
83	5136 T Clerical Assistance	700.00	500.00		
84	5137 T Supplies	250.00	100.00		
85	5138 T Other (Auditor)	2,000.00	1,075.00		1200
86	<b>TOTAL TREASURER</b>	<b>3,750.00</b>	<b>2,203.87</b>		<b>3,050</b>
87	<i>Executive Assistant -</i>				
88	<b>5140 GENERAL BOARD EXPENSES</b>				
89	<b>GB Transfer out to set up Conference Acct.</b>	10,000.00	10,000.00		10,000
90	5141 GB Travel	6,000.00	1,750.00		
91	5142 GB Hotel & Food	6,000.00	6,708.71		
92	5143 GB CRLA Website Maintenance	300.00	150.00		
93	5144 GB Insurance	<del>1,000.00</del>			
94	5145 GB Teleconferences	1,500.00	663.08		
95	5146 GB New Initiatives	1,000			1000
96	5147 GB Misc	400.00	9.42		200
97	<b>TOTAL GENERAL BOARD EXPENSES</b>	<b>26,000.00</b>			<b>25,000</b>
98					
99	<b>TOTAL BOARD EXPENSES</b>	<b>35,650.00</b>	<b>19,281.21</b>		
100					
101					
102					
103					

# CRLA Operating Budget 1997-98

	B	C	D	E	F
104	<b>EXPENSES (cont)</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Variance</b>	
105	<b>5240 GENERAL ORGANIZATION EXPENSES</b>				
106	5241 G Postage	50.00			
107	5242 G Supplies	50.00			
108	5243 G Dues <i>CAS</i>	200.00	200.00		
109	5244 G Bonding	450.00	132.00		
110	5245 G Banking/Check Exp	200.00	200.00		
111	5246 G Miscellaneous	150.00	100.00		
112	5247 G Dues <i>CAS</i>	<del>200.00</del>	<del>200.00</del>		
113	<b>TOTAL GENERAL ORGANIZATION EXPENSES</b>	<b>1,100.00</b>	<b>832.00</b>		<b>1,100</b>
114					
115	<b>5200 PUBLICATIONS/GENL ORGANIZATION EXPENSES</b>				
116	<b>5210 NEWSLETTER</b>				
117	5211 NL Telephone & FAX	50.00	13.00		
118	5212 NL Publishing (printing/postage/supplies)	3,400.00			
119	5213 NL Layout/Graphics	2,000.00	500.00		
120	5214 NL Editor's Postage: US & UPS	100.00			
121	5215 NL Supplies	40.00			
122	5216 NL Miscellaneous	200.00			
123	<b>TOTAL NEWSLETTER</b>	<b>5,790.00</b>	<b>513.00</b>		<b>5,790</b>
124					
125	<b>5220 JOURNAL OF COLLEGE READING &amp; LEARNING (JCRL)</b>				
126	5221 J Telephone	100.00			
127	5222 J Postage	1,500.00			
128	5223 J Printing & Publishing	<del>8,200.00</del>			<b>12,000</b>
129	5224 J Clerical	1,000.00			
130	5225 J Supplies	200.00			
131	5226 J Advertising (addl. \$2000 for '97-98 only)	3,000.00			<b>1,000</b>
132	5227 J Miscellaneous	1,000.00			<b>1,200</b>
133	<b>TOTAL JCRL (Journal)</b>	<b>15,000.00</b>			<b>16,900</b>
134					
135	<b>5230 TUTOR HANDBOOK</b>				
136	5231 TH Postage	250.00	375.00		<b>500</b>
137	5232 TH Printing & Publishing	500.00	1,273.00		<b>1,000</b>
138	<b>TOTAL TUTOR HANDBOOK</b>	<b>750.00</b>	<b>1,648.00</b>		
139					
140	<b>TOTAL PUBLICATIONS</b>	<b>21,540.00</b>			
141					
142					
143					
144					
145					
146					
147					
148					
149					
150					
151					
152					
153					
154					

# CRLA Operating Budget 1997-98

	B	C	D	E	F
155					
156	<b>EXPENSES (cont)</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Variance</b>	<b>98-99 Proj</b>
157	<b>5400 COMMITTEES</b>				
158	<b>5410 AWARDS &amp; FUND RAISING</b>				
159	5411 AF Plaques	600.00	362.00		
160	5412 AF Postage	50.00			
161	5413 AF Printing & Publishing	100.00			
162	5414 AF Scholarship	1,000.00			
163	5415 AF Research Awards	500.00	500.00		
164	5416 AF Outstanding Tutor Award (Tom Pasterna	250.00	250.00		
165	5417 AF Outstanding Tutor Plaque	30.00	73.12		
166	<b>TOTAL AWARDS &amp; FUND RAISING</b>	<b>2,530.00</b>	<b>1,185.12</b>		<b>75 2575</b>
167					
168	<b>5420 ARCHIVES</b>				
169	5421 AR Postage/Shipping	75.00			
170	5422 AR Supplies	60.00			
171	5423 AR Conversion	500.00			
172	<b>TOTAL ARCHIVES</b>	<b>635.00</b>			<b>2000 2135</b>
173					
174	<b>5430 NOMINATIONS &amp; ELECTIONS</b>				
175	5431 NE Telephone	50.00			
176	5432 NE Postage	350.00			
177	5433 NE Printing & Publishing	300.00	350.00		
178	5434 NE Clerical	50.00	100.00		
179	<b>TOTAL NOMINATIONS &amp; ELECTIONS</b>	<b>750.00</b>	<b>450.00</b>		<b>100 500</b>
180					
181	<b>5440 TUTOR CERTIFICATION</b>				
182	5441 TC Postage	500.00	296.30		
183	5442 TC Printing & Publishing	100.00	372.75		
184	5443 TC Supplies	50.00			
185	5444 TC Telephone	50.00	24.37		
186	5445 TC Clerical	900.00	450.00		
187	<b>TOTAL TUTOR CERTIFICATION</b>	<b>1,600.00</b>	<b>1,143.42</b>		<b>2100</b>
188					
189	<b>5450 OTHER COMMITTEES/REPRESENTATION</b>				
190	5451 OCR Political Action Coordinator	50.00			
191	5452 OCR Professional Association Liaison Coord	100.00			
192	5453 OCR CAS Representative (Ad Hoc)	800.00			
193	5453a CAS Travel	(100.00)			
194	5453b CAS Hotel & Food	(300.00)			
195	5453c CAS Registration	(125.00)			
196	5453d CAS Membership (for CRLA)	<del>(200.00)</del>			
197	5453e CAS Representative's Misc	(75.00)			
198	<del>5454 OCR Missions &amp; Goals (Ad Hoc)</del>	<del>500.00</del>			
199	5455 OCR Strategic Planning Task Force (Ad Hoc)	500.00	314.30		
200	<del>5456 OCR Curriculum Standards Ad-hoc Comm</del>	<del>500.00</del>			
201	<del>5457 OCR Communications Task Force Ad-hoc Co</del>	<del>250.00</del>			
202	<b>TOTAL OTHER COMMITTEES/REPRESENTATION</b>	<b>2,700.00</b>			
203	<b>TOTAL COMMITTEES</b>	<b>8,215.00</b>			<b>1000</b>
204					
205					

February 26, 1998

Salt Lake City, Utah

Attachment D, 7 Page

## Return of Organization Exempt From Income Tax

Under section 501(c) of the Internal Revenue Code (except black lung benefit private foundation) or section 4947(a)(1) nonexempt charitable trust

Note: The organization may have to use a copy of this return to satisfy state reporting

Treasury  
Service6 calendar year, OR tax year period beginning 7/1, 1996, and ending

C Name of organization <b>COLLEGE READING AND LEARNING ASSOCIATION</b>		D Employer identification number <b>95-3177158</b>
Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	E State registration number
<b>P. O. BOX 210041</b>		
City, town, or post office, state, and ZIP code <b>TUCSON, AZ 85721-0041</b>		F Check <input type="checkbox"/> if exemption application is pending

Organization ☒ Exempt under 501(c) ( 6 ) ☐ (insert number) OR ☐ section 4947(a)(1) nonexempt charitable trust

On 501(c)(3) exempt organizations and 4947(a)(1) nonexempt charitable trusts MUST attach a completed Schedule A (Form 990).

Group return filed for affiliates? ☐ Yes ☒ No

Enter the number of affiliates for which this

return is filed:                     I If either box in H is checked "Yes," enter four-digit group exemption number (GEN)                     J Accounting method: ☒ Cash ☐ AccrualSeparate return filed by an organization covered by a group ruling? ☐ Yes ☒ No☐ Other (specify)                     ☐ If the organization's gross receipts are normally not more than \$25,000. The organization need not file a return with the IRS; but

a Form 990 Package in the mail, it should file a return without financial data. Some states require a complete return.

EO-EZ may be used by organizations with gross receipts less than \$100,000 and total assets less than \$250,000 at end of year.

## Revenue, Expenses, and Changes in Net Assets or Fund Balances

Contributions, gifts, grants, and similar amounts received:

Direct public support	1a	
Indirect public support	1b	
Government contributions (grants)	1c	
Total (add lines 1a through 1c) (attach schedule of contributors)		
Cash \$ <u>                    </u> noncash \$ <u>                    </u>	1d	0.
Program service revenue including government fees and contracts (from Part VII, line 93)	2	77,073.
Membership dues and assessments	3	33,465.
Interest on savings and temporary cash investments	4	4,149.
Dividends and interest from securities	5	
Gross rents	6a	
Less: rental expenses	6b	
Net rental income or (loss) (subtract line 6b from line 6a)	6c	
Other investment income (describe <u>                    </u> )	7	
Gross amount from sale of assets other than inventory	(A) Securities	(B) Other
	8a	
Less: cost or other basis and sales expenses	8b	
Gain or (loss) (attach schedule)	8c	
Net gain or (loss) (combine line 8c, columns (A) and (B))	8d	
Special events and activities (attach schedule):		
Gross revenue (not including \$ <u>                    </u> of contributions reported on line 1a)	9a	
Less: direct expenses other than fundraising expenses	9b	
Net income or (loss) from special events (subtract line 9b from line 9a)	9c	
Gross sales of inventory, less returns and allowances	10a	
Less: cost of goods sold	10b	
Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line 10a)	10c	
Other revenue (from Part VII, line 103)	11	
Total revenue (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)	12	114,687.
Program services (from line 44, column (B))	13	84,417.
Management and general (from line 44, column (C))	14	11,897.
Fundraising (from line 44, column (D))	15	44.
Payments to affiliates (attach schedule)	16	
Total expenses (add lines 16 and 44, column (A))	17	96,358.✓
Excess or (deficit) for the year (subtract line 17 from line 12)	18	18,329.
Net assets at beginning of year (from line 73, column (A))	19	123,266.
Other changes in net assets (attach explanation)	20	0.
Net assets or fund balances at end of year (combine lines 18, 19, and 20)	21	141,595.✓

Paperwork Reduction Act Notice, see page 1 of the separate instructions.

Form 990 (1996)

**Part II Statement of Functional Expenses**

All organizations must complete column (A). Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others.

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising	
22	Grants and allocations (attach schedule)					
	cash \$ _____ noncash \$ _____					
23	Specific assistance to individuals (attach schedule)					
24	Benefits paid to or for members (attach schedule)					
25	Compensation of officers, directors, etc.	0.	0.	0.	0.	
26	Other salaries and wages					
27	Pension plan contributions					
28	Other employee benefits					
29	Payroll taxes					
30	Professional fundraising fees					
31	Accounting fees	1,900.		1,900.		
32	Legal fees					
33	Supplies	1,802.	1,802.			
34	Telephone	3,581.	3,581.			
35	Postage and shipping	5,499.	5,455.		44.	
36	Occupancy	792.	792.			
37	Equipment rental and maintenance	1,285.	1,285.			
38	Printing and publications	16,863.	16,863.			
39	Travel	18,001.	12,367.	5,634.		
40	Conferences, conventions, and meetings	32,733.	32,733.			
41	Interest					
42	Depreciation, depletion, etc. (attach schedule)					
43	Other expenses (itemize):					
a		43a				
b		43b				
c		43c				
d		43d				
e	SEE STATEMENT 1	43e	13,902.	9,539.	4,363.	
44	Total functional expenses (add lines 22 through 43). Organizations completing columns (B)-(D), carry these totals to lines 13-15.	44	96,358.	84,417.	11,897.	44.

Reporting of Joint Costs. - Did you report in column (B) (Program services) any joint costs from a combined educational campaign and fundraising solicitation? ☐ Yes ☒ No

If "Yes," enter (i) the aggregate amount of these joint costs \$ \_\_\_\_\_; (ii) the amount allocated to Program services \$ \_\_\_\_\_; (iii) the amount allocated to Management and general \$ \_\_\_\_\_; and (iv) the amount allocated to Fundraising \$ \_\_\_\_\_.

**Part III Statement of Program Service Accomplishments**What is the organization's primary exempt purpose? ☐ EDUCATION

EDUCATION

All organizations must describe their exempt purpose achievements. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable. (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)

**Program Service Expenses**  
 (Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts; but optional for others.)

a	THE FOLLOWING PUBLICATIONS ARE PRINTED & DISTRIBUTED	
	- THE JOURNAL OF COLLEGE READING AND LEARNING	
	- THE CRLA NEWSLETTER	
	(Grants and allocations \$ _____)	15,901.
b	ANNUAL CONFERENCE FOR PROFESSIONAL DEVELOPMENT	
	(Grants and allocations \$ _____)	14,168.
c	STATE & REGIONAL CHAPTERS & COMMITTEES TO FACILITATE DISSEMINATION OF PROFESSIONAL INFORMATION	
	(Grants and allocations \$ _____)	2,257.
d	GENERAL ORGANIZATIONAL EXPENSES	
	(Grants and allocations \$ _____)	52,091.
e	Other program services (attach schedule)	(Grants and allocations \$ _____)
f	Total of Program Service Expenses (should equal line 44, column (B), Program services)	84,417.

**Part IV Balance Sheets**

Note: Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

		(A) Beginning of year		(B) End of year
<b>Assets</b>	45 Cash - non-interest-bearing .....	83,266.	45	65,875.
	46 Savings and temporary cash investments .....	40,000.	46	75,720.
	47 a Accounts receivable .....	47a		
	b Less: allowance for doubtful accounts .....	47b	47c	
	48 a Pledges receivable .....	48a		
	b Less: allowance for doubtful accounts .....	48b	48c	
	49 Grants receivable .....		49	
	50 Receivables from officers, directors, trustees, and key employees (attach schedule) .....		50	
	51 a Other notes and loans receivable .....	51a		
	b Less: allowance for doubtful accounts .....	51b	51c	
	52 Inventories for sale or use .....		52	
	53 Prepaid expenses and deferred charges .....		53	
	54 Investments - securities (attach schedule) .....		54	
	55 a Investments - land, buildings, and equipment: basis .....	55a		
	b Less: accumulated depreciation (attach schedule) .....	55b	55c	
	56 Investments - other .....		56	
	57 a Land, buildings, and equipment: basis .....	57a		
	b Less: accumulated depreciation .....	57b	57c	
58 Other assets (describe ► .....		58		
59 Total assets (add lines 45 through 58) (must equal line 74) .....	123,266.	59	141,595.	
<b>Liabilities</b>	60 Accounts payable and accrued expenses .....		60	
	61 Grants payable .....		61	
	62 Deferred revenue .....		62	
	63 Loans from officers, directors, trustees, and key employees .....		63	
	64 a Tax-exempt bond liabilities .....		64a	
	b Mortgages and other notes payable .....		64b	
	65 Other liabilities (describe ► .....		65	
66 Total liabilities (add lines 60 through 65) .....	0.	66	0.	
<b>Net Assets or Fund Balances</b>	Organizations that follow SFAS 117, check here <input type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74			
	67 Unrestricted .....		67	
	68 Temporarily restricted .....		68	
	69 Permanently restricted .....		69	
	Organizations that do not follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 70 through 74			
	70 Capital stock, trust principal, or current funds .....	123,266.	70	141,595.
	71 Paid-in or capital surplus, or land, building, and equipment fund .....	0.	71	0.
	72 Retained earnings, endowment, accumulated income, or other funds .....	0.	72	0.
	73 Total net assets or fund balances (add lines 67 through 69 OR lines 70 through 72; column (A) must equal line 19 and column (B) must equal line 21) .....	123,266.	73	141,595.
	74 Total liabilities and net assets / fund balances (add lines 66 and 73) .....	123,266.	74	141,595.

#### Part IV-B Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

<b>a</b>	Total expenses and losses per audited financial statements .....	<b>a</b>	N/A
<b>b</b>	Amounts included on line <b>a</b> but not on line 17, Form 990:		
(1)	Donated services and use of facilities ... \$ .....		
(2)	Prior year adjustments reported on line 20, Form 990 .....		
(3)	Losses reported on line 20, Form 990 ... \$ .....		
(4)	Other (specify): ..... \$ .....		
	Add amounts on lines (1) through (4) .....	<b>b</b>	
<b>c</b>	Line <b>a</b> minus line <b>b</b> .....	<b>c</b>	
<b>d</b>	Amounts included on line 17, Form 990 but not on line <b>a</b> :		
(1)	Investment expenses not included on line 6b, Form 990 ... \$ .....		
(2)	Other (specify): ..... \$ .....		
	Add amounts on lines (1) and (2) .....	<b>d</b>	
<b>e</b>	Total expenses per line 17, Form 990 (line <b>c</b> plus line <b>d</b> ) .....	<b>e</b>	

[illegible]

☐ Yes ☒ No

**Part VI Other Information**

		Yes	No
76	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity	76	X
77	Were any changes made in the organizing or governing documents but not reported to IRS? If "Yes," attach a conformed copy of the changes.	77	X
78 a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	78a	X
b	If "Yes," has it filed a tax return on Form 990-T for this year? N/A	78b	
79	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," attach a statement;	79	X
80 a	Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?	80a	X
b	If "Yes," enter the name of the organization and check whether it is <input type="checkbox"/> exempt OR <input type="checkbox"/> nonexempt.		
81 a	Enter the amount of political expenditures, direct or indirect, as described in the instructions for line 81	81a	0
b	Did the organization file Form 1120-POL for this year?	81b	X
82 a	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?	82a	X
b	If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions for reporting in Part III)	82b	N/A
83 a	Did the organization comply with the public inspection requirements for returns and exemption applications?	83a	X
b	Did the organization comply with the disclosure requirements relating to quid pro quo contributions?	83b	N/A
84 a	Did the organization solicit any contributions or gifts that were not tax deductible?	84a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	84b	N/A
85	501(c)(4), (5), or (6) organizations. - a Were substantially all dues nondeductible by members?	85a	X
b	Did the organization make only in-house lobbying expenditures of \$2,000 or less? If "Yes" to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.	85b	X
c	Dues, assessments, and similar amounts from members	85c	N/A
d	Section 162(e) lobbying and political expenditures	85d	N/A
e	Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices	85e	N/A
f	Taxable amount of lobbying and political expenditures (line 85d less 85e)	85f	N/A
g	Does the organization elect to pay the section 6033(e) tax on the amount in 85f?	85g	N/A
h	If section 6033(e)(1)(A) dues notice were sent, does the organization agree to add the amount in 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?	85h	N/A
86	501(c)(7) organizations. - Enter:		
a	Initiation fees and capital contributions included on line 12	86a	N/A
b	Gross receipts, included on line 12, for public use of club facilities	86b	N/A
87	501(c)(12) organizations. - Enter: a Gross income from members or shareholders	87a	N/A
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	87b	N/A
88	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership? If "Yes," complete Part IX	88	X
89 a	501(c)(3) organizations. - Enter: Amount of tax paid during the year under: section 4911 N/A; section 4912 N/A; section 4955 N/A		
b	501(c)(3) and 501(c)(4) organizations. - Did the organization engage in any section 4958 excess benefit transaction during the year? If "Yes," attach a statement explaining each transaction	89b	N/A
c	Enter: Amount of tax paid by the organization managers or disqualified persons during the year under section 4958		N/A
d	Enter: Amount of tax in 89c, above, reimbursed by the organization		N/A
90	List the states with which a copy of this return is filed		
91	The books are in care of SYLVIA MIODUSKI Telephone no. (520) 621-9363		
	Located at UNIVERSITY OF ARIZONA, TUCSON AZ ZIP +4 85721		
92	Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041. - Check here and enter the amount of tax-exempt interest received or accrued during the tax year	92	N/A





FORM 990

OTHER EXPENSES

STATEMENT 1

DESCRIPTION	(A) TOTAL	(B) PROGRAM SERVICES	(C) MANAGEMENT AND GENERAL	(D) FUNDRAISING
CLERICAL	1,837.	1,683.	154.	
BANKING	202.		202.	
INSURANCE	3,308.		3,308.	
MISCELLANEOUS	3,899.	3,200.	699.	
AWARDS & SCHOLARSHIPS	1,645.	1,645.		
NEWSLETTER LAYOUT & GRAPHICS	1,310.	1,310.		
REFUNDS	1,701.	1,701.		
TOTAL TO FM 990, LN 43	13,902.	9,539.	4,363.	

# Sacramento 1997: CRLA Conference Account Preliminary

CRLA Board Meeting

February 26, 1998

Salt Lake City, Utah

Attachment E, 6 Page

	A	B	C	Ac
1		<b>INCOME</b>	<b>Budgeted</b>	
2				
3		<b>BEGINNING BALANCE</b>	<b>10,000.00</b>	
4				
5		<b>6100 REGISTRATION</b>		
6		<b>6110 Full Conference Fees</b>		
7		6111 (\$100) FC Member		32,200.00
8		6112 (\$150) FC Non-member		11,550.00
9		6113 (\$ 75) FC Student		675.00
10				
11		<b>6120 One-Day Only Fees</b>		
12		6121 (\$ 75) OD Member		150.00
13		6122 (\$100) OD Non-Member		1,000.00
14		6123 (\$ 60) OD Student		-
15				
16		<b>6130 On-Site Registration Fees (8)</b>		
17		6131 (\$125) LR Member		6,750.00
18		6132 (\$175) LR Non-member		1,050.00
19		6133 (\$100) LR Student		
20				
21		<b>6140 One Day On-Site Registration Fees</b>		
22		6141 (\$100) 1997 Members		300.00
23		6142 (\$125) NonMembers		-
24		6143 (\$ 75) Students		
25				
26				
27				
28		<b>TOTAL REGISTRATION</b>	<b>45,000.00</b>	<b>53,675.00</b>
29				<b>8,675.00</b>
30		<b>6210 PRE-CONFERENCE INSTITUTES</b>		
31		6211 PI A		735.00
32		6212 PI B		630.00
33		6213 PI C		455.00
34		6214 PI D		875.00
35		6215 PI E		225.00
36		6216 PI F		225.00
37		6217 PI G		200.00
38		6218 PI H		75.00
39		6219 PI I		875.00
40		6220 PI J		245.00
41		6221 PI K		770.00
42		6222 PI L		325.00
43		6223 PI M		1,075.00
44		6224 PI N		400.00
45		6225 PI O		600.00
46		6226 PI P		125.00
47		6227 PI Q		700.00
48		6228 PI R		450.00
49		6229 PI S		225.00
50		<b>TOTAL PRE-CONFERENCE INSTITUTES</b>	<b>5,000.00</b>	<b>9,210.00</b>
51				
52				
53				

# Sacramento 1997: CRLA Conference Account Preliminary Final Report

	A	B	C	D	E
54		<b>INCOME (cont)</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
55		<b>6260 FOOD FUNCTIONS</b>			
56		6261 F Awards Luncheon (216)		3,240.00	
57		6262 F Banquet (129)		3,225.00	
58		6263 F Lunch/Mentor (93)		1,395.00	
59		6264 F Publishers' Breakfast			
60		6265 F SIG Breakfast (104)		1,248.00	
61		6266 F SIG Lunch			
62		6267 F Lunch @ American River (41)	500.00	410.00	
63		<b>TOTAL FOOD FUNCTIONS</b>		<b>9,518.00</b>	
64					
65					
66		<b>6300 OTHER CONFERENCE FUNCTIONS</b>			
67		6310 ADS			
68		6320 AWARDS			
69		6330 EXHIBITORS	4,000.00	17,310.00	13,310.00
70		6340 MEMBERSHIP		11,440.00	
71		6350 RESOURCE ROOM	250.00	-	(250.00)
72		6360 SIG's		745.00	
73		6370 SCHOLARSHIP		1,744.00	
74		6380 TOTE BAG SALES/T Shirts/Tutor Hbks		1,450.00	
75		6390 TOUR & ENTERTAINMENT			
76		6391 TE American River CC Tour		220.00	
77		6392 TE Riverboat Cruise (127)		4,445.00	
78					
79		<b>TOTAL OTHER CONFERENCE FUNCTIONS</b>	<b>4,250.00</b>	<b>37,354.00</b>	<b>13,060.00</b>
80					
81		<b>TOTAL CONFERENCE INCOME</b>	<b>54,650.00</b>	<b>109,757.00</b>	<b>55,107.00</b>
82		<b>TOTAL ASSETS/CONFERENCE INCOME</b>	<b>64,650.00</b>	<b>119,757.00</b>	<b>55,107.00</b>
83					
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# Sacramento 1997: CRLA Conference Account Preliminary Final Report

	A	B	C	D	E
107					
108		<b>EXPENSES</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
109	<b>A</b>	<b>General Conference Expenses</b>			
110		7000 GC Refunds		1,263.00	(1,263.00)
111		7001 GC Banking (returned checks)	50.00	17.00	33.00
112		7002 GC Conference Insurance	400.00		400.00
113		7003 GC Bounced (NSF) checks		409.00	(409.00)
114	<b>A</b>	<b>Total General Conference Expenses</b>	<b>450.00</b>	<b>1,689.00</b>	<b>(1,239.00)</b>
115					
116					
117	<b>B</b>	<b>Conference Management</b>			
118		<b>7010 CONFERENCE CHAIR (Pres-Elect)</b>			
119		7011 C Travel	500.00	389.00	111.00
120		7012 C Hotel/Food	500.00	467.73	32.27
121		7012 C Telephone	250.00		250.00
122		7013 C Postage	300.00		300.00
123		7014 C Photocopying	300.00		300.00
124		7015 C Clerical Assistance	800.00	1,800.00	(1,000.00)
125		7016 C Supplies	200.00		200.00
126		7017 C Miscellaneous	400.00	355.51	44.49
127		7018 C Committee Expenses	200.00	68.94	131.06
128		7019 C Call Paper/Print	200.00		200.00
129		7020 C Call Paper/Postage	100.00		100.00
130		7021 C Call Computer Layout	1,000.00	1,000.00	-
131		7022 C Plaques	300.00	291.78	8.22
132		<b>TOTAL CONFERENCE CHAIR (Pres-Elect)</b>	<b>5,050.00</b>	<b>4,372.96</b>	<b>677.04</b>
133					
134					
135		<b>7030 ON-SITE MANAGER</b>			
136		7031 OS Hotel/Food	800.00	194.65	605.35
137		7032 OS Telephone	100.00	6.29	93.71
138		7033 OS Postage	25.00	130.63	(105.63)
139		7034 OS Photocopying	50.00	75.83	(25.83)
140		7035 OS Clerical Assistance	300.00		300.00
141		7036 OS Supplies	200.00	259.07	(59.07)
142		7037 OS Signs	350.00	466.87	(116.87)
143		<b>TOTAL ON-SITE MANAGER</b>	<b>1,825.00</b>	<b>1,133.34</b>	<b>691.66</b>
144					
145					
146		<b>7050 EXHIBITS CHAIR</b>			
147		7051 E Telephone	50.00		50.00
148		7052 E Postage	100.00		100.00
149		7053 E Decorations	100.00		100.00
150		7054 E Draping	1,500.00	2,976.18	(1,476.18)
151		7055 E Exhibit Hall	100.00		100.00
152		7056 E Printing	50.00		50.00
153		7056 E Speaker's Books	50.00		50.00
154		7057 E Supplies	400.00		400.00
155		7058 E Miscellaneous	50.00		50.00
156		<b>TOTAL EXHIBITS CHAIR</b>	<b>2,400.00</b>	<b>2,976.18</b>	<b>(576.18)</b>
157					
158	<b>B</b>	<b>TOTAL CONFERENCE MANAGEMENT</b>	<b>9,725.00</b>	<b>10,171.48</b>	<b>(446.48)</b>
159					

# Sacramento 1997: CRLA Conference Account Preliminary Final Report

[illegible]

**Sacramento 1997: CRLA Conference Account Preliminary Final Report**

	A	B	C	D	E
266		<b>EXPENSES (cont)</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
267	<b>E</b>	<b>7260 - 7279 FOOD FUNCTIONS</b>			
268		7261 F Awards Luncheon	350.00	3,827.06	(3,477.06)
269		7262 F Banquet	700.00	3,969.04	(3,269.04)
270		7263 F Coffee Breaks	3,000.00	2,352.50	647.50
271		7264 F Editors' Luncheon	75.00		75.00
272		7265 F Hospitality	500.00	322.31	177.69
273		7266 F Leadership Luncheon	750.00	514.94	235.06
274		7267 F Lunch with a Mentor	250.00	1,485.85	(1,235.85)
275		7268 F Newcomers' Reception	750.00	1,951.68	(1,201.68)
276		7268a F Newcomers' Miscellaneous	250.00		250.00
277		7269 F Past Board Breakfast	300.00	128.15	171.85
278		7270 F Publishers' Breakfast	2,500.00	3,497.12	(997.12)
279		7269 F Publishers' Opening	700.00	997.45	(297.45)
280		7268 F SIG Breakfast	200.00	1,123.97	(923.97)
281		7269 F Am Rvr Technology Day -- lunch		428.31	(428.31)
282		7270 F Am Rvr Technology Day -- break		282.84	(282.84)
283	<b>E</b>	<b>TOTAL FOOD FUNCTIONS</b>	<b>10,325.00</b>	<b>20,881.22</b>	<b>(10,556.22)</b>
284					
285	<b>F</b>	<b>NEXT CONFERENCE EXPENSES</b>			
286		<b>7320 NEXT CONFERENCE CHAIR</b>			
287		7321 NC Printing/Publishing	750.00	298.35	451.65
288		7322 NC Postage	150.00		150.00
289		7323 NC Advertising	150.00		150.00
290		<b>TOTAL NEXT CONFERENCE CHAIR EXPENSES</b>	<b>1,050.00</b>	<b>298.35</b>	<b>751.65</b>
291					
292					
293		<b>7330 SITE SELECTION</b>			
294		7331 SS Travel	700.00	652.00	48.00
295		7332 SS Hotel/Food	150.00	111.04	38.96
296		7333 SS Telephone	50.00		50.00
297		7334 SS Postage	50.00		50.00
298		7335 SS Supplies	50.00		50.00
299		<b>TOTAL SITE SELECTION</b>	<b>1,000.00</b>	<b>763.04</b>	<b>236.96</b>
300	<b>F</b>	<b>TOTAL NEXT CONFERENCE EXPENSES</b>	<b>2,050.00</b>	<b>1,061.39</b>	<b>988.61</b>
301					
302	<b>A</b>	<b>Total General Conference Expenses</b>	<b>450.00</b>	<b>1,689.00</b>	<b>(1,239.00)</b>
303	<b>B</b>	<b>Total Conference Management</b>	<b>9,725.00</b>	<b>10,171.48</b>	<b>(446.48)</b>
304	<b>C</b>	<b>Total Conference Planning Expenses</b>	<b>16,250.00</b>	<b>9,761.39</b>	<b>6,488.61</b>
305	<b>D</b>	<b>Total Conference Program</b>	<b>9,150.00</b>	<b>9,889.81</b>	<b>(739.81)</b>
306	<b>E</b>	<b>Total Conference Food Functions</b>	<b>10,325.00</b>	<b>20,881.22</b>	<b>(10,556.22)</b>
307	<b>F</b>	<b>Total Next Conference Expenses</b>	<b>2,050.00</b>	<b>1,061.39</b>	<b>988.61</b>
308		<b>TOTAL CONFERENCE EXPENSES</b>	<b>47,950.00</b>	<b>53,454.29</b>	<b>(5,504.29)</b>
309					
310		<b>TOTAL CONFERENCE INCOME</b>	<b>64,650.00</b>	<b>109,757.00</b>	<b>55,107.00</b>
311		<b>TOTAL CONFERENCE EXPENSES</b>	<b>(47,950.00)</b>	<b>(55,454.29)</b>	<b>(5,504.29)</b>
312		<b>Maintain Conference Account</b>		<b>(10,000.00)</b>	<b>-</b>
313		<b>Transfer to Operating Budget</b>	<b>16,700.00</b>	<b>44,302.71</b>	<b>27,602.71</b>
314					
315					
316					
317					
318					

**Salt Lake City 1998: CRLA Conference Ac**

	A	B	C	D	E
1		<b>EXPENSES</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
2	<b>A</b>	<b>General Conference Expenses</b>			
3		7000 GC Refunds			
4		7001 GC Banking (returned checks)	\$ 50.00		
5		7002 GC Conference Insurance			
6	<b>A</b>	<b>Total General Conference Expenses</b>	\$ 50.00	0	0
7					
8					
9	<b>B</b>	<b>Conference Management</b>			
10		<b>7010 CONFERENCE CHAIR (Pres-Elect)</b>			
11		7011 C Travel	\$ 900.00		
12		7012 C Hotel/Food	\$ 500.00		
13		7012 C Telephone	\$ 250.00		
14		7013 C Postage	\$ 300.00		
15		7014 C Photocopying	\$ 300.00		
16		7015 C Clerical Assistance	\$ 1,000.00		
17		7016 C Supplies	\$ 100.00		
18		7017 C Miscellaneous	\$ 400.00		
19		7018 C Committee Expenses	\$ 100.00		
20		7019 C Call Paper/Print	\$ 200.00		
21		7020 C Call Paper/Postage	\$ 100.00		
22		7021 C Call Computer Layout	\$ 1,000.00		
23		7022 C Plaques	\$ 300.00		
24		<b>TOTAL CONFERENCE CHAIR (Pres-Elect)</b>	\$ 5,450.00	0	0
25					
26					
27		<b>7030 ON-SITE MANAGER</b>			
28		7031 OS Hotel/Food	\$ 600.00		
29		7032 OS Telephone	\$ 200.00		
30		7033 OS Postage	\$ 100.00		
31		7034 OS Photocopying	\$ 50.00		
32		7035 OS Clerical Assistance	\$ 300.00		
33		7036 OS Supplies	\$ 250.00		
34		7037 OS Signs	\$ 300.00		
35		<b>TOTAL ON-SITE MANAGER</b>	\$ 1,800.00	0	0
36					
37					
38		<b>7050 EXHIBITS CHAIR</b>			
39		7051 E Telephone	\$ 50.00		
40		7052 E Postage	\$ 100.00		
41		7053 E Decorations	\$ 100.00		
42		7054 E Draping	\$ 3,000.00		
43		7055 E Exhibit Hall	\$ 100.00		
44		7056 E Printing	\$ 50.00		
45		7056 E Speaker's books			
46		7057 E Supplies	\$ 400.00		
47		7058 E Miscellaneous	\$ 50.00		
48		<b>TOTAL EXHIBITS CHAIR</b>	\$ 3,850.00	0	0
49					
50	<b>B</b>	<b>TOTAL CONFERENCE MANAGEMENT</b>	\$ 11,100.00		



## Salt Lake City 1998: CRLA Conference Account

	A	B	C	D	E
51		<b>EXPENSES (cont)</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
52	C	<b>CONFERENCE PLANNING EXPENSES</b>			
53		<b>7100 PROGRAMS</b>			
54		7101 P Postage	\$ 300.00		
55		7102 P Printing/Publishing	\$ 2,200.00		
56		<b>TOTAL PROGRAMS</b>	\$ 2,500.00	0	0
57					
58					
59		<b>7110 REGISTRATION</b>			
60		7111 R Printing/Publishing	\$ 600.00		
61		7112 R Paid Registration Help (was OthGenl)	\$ 500.00		
62		7113 R Supplies	\$ 700.00		
63		7114 R Ribbons/Name Tags	\$ 300.00		
64		7115 R Miscellaneous	\$ 200.00		
65		<b>TOTAL REGISTRATION</b>	\$ 2,300.00	0	0
66					
67					
68		<b>7120 CALL TO CONFERENCE</b>			
69		7121 CC Postage	\$ 400.00		
70		7122 CC Printing/Postage	\$ 2,500.00		
71		7123 CC Advertising	\$ 1,000.00		
72		7124 CC Ad (Journal of Reading)	\$ 450.00		
73		7125 CC Miscellaneous	\$ 100.00		
74		<b>TOTAL CALL TO CONFERENCE</b>	\$ 4,450.00	0	0
75					
76					
77		<b>7130 - 7149 OTHER EXPENSES</b>			
78		7131 OG Advertising & Promotion	\$ 200.00		
79		7132 OG Audiovisual	\$ 3,000.00		
80		7133 OG Conference Website Maintenance	\$ 200.00		
81		7134 OG Decorations	\$ 250.00		
82		7135 OG Entertainment for Banquet	\$ 1,000.00		
83		7136 OG Evaluation	\$ 200.00		
84		7137 OG Film/Processing	\$ 300.00		
85		7138 OG Phone Equipment	\$ 200.00		
86		7139 OG Postage	\$ 100.00		
87		7140 OG Printing	\$ 200.00		
88		7141 OG Room Rent	\$ 500.00		
89		7142 OG Supplies	\$ 100.00		
90		7143 OG Xerox Rental	\$ 200.00		
91		7144 OG Miscellaneous	\$ 100.00		
92		<b>TOTAL OTHER EXPENSES</b>	\$ 6,550.00	0	0
93					
94	C	<b>TOTAL CONFERENCE PLANNING EXPENSES</b>	\$ 15,800.00		
95					
96					
97					
98					
99					
100					

## Salt Lake City 1998: CRLA Conference Account

	A	B	C	D	E
101		<b>EXPENSES (cont)</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
102	D	<b>CONFERENCE PROGRAM</b>			
103		<b>7200 SPEAKERS</b>			
104		7201 S Travel	\$ 1,500.00		
105		7202 S Hotel/Food	\$ 350.00		
106		7203 S Honorarium	\$ 2,000.00		
107		7204 S Photocopying (handouts)			
108		<b>TOTAL SPEAKERS</b>	\$ 3,850.00	0	
109					
110		<b>7210 INVITED INSTITUTES</b>			
111		7211 INV Travel			
112		7212 INV Wages/Fees	\$ 500.00		
113		7213 INV Miscellaneous	\$ 150.00		
114		<b>TOTAL INVITED INSTITUTES</b>	\$ 650.00	0	0
115					
116		<b>7220 INSTITUTES</b>			
117		7221 INS Materials	\$ 500.00		
118		<b>TOTAL INSTITUTES</b>	\$ 500.00	0	0
119					
120		<b>7230 COORDINATOR OF CHAIRS</b>			
121		7231 CC Telephone	\$ 50.00		
122		7232 CC Postage	\$ 100.00		
123		<b>TOTAL COORDINATOR OF CHAIRS</b>	\$ 150.00	0	0
124					
125		<b>7240 COMPUTER ROOM</b>			
126		7241 CF Wages/Fees	\$ 500.00		
127		7242 CF Travel			
128		7243 CF Computer Rentals	\$ 500.00		
129		7244 CF Electrical Hook-up	\$ 750.00		
130		7245 CF Miscellaneous	\$ 400.00		
131		<b>TOTAL COMPUTER FAIR</b>	\$ 2,150.00	0	0
132					
133		<b>7250 TOURS &amp; ENTERTAINMENT</b>			
134		7251 TE Transportation			
135		<b>TOTAL TOURS &amp; ENTERTAINMENT</b>	0	0	0
136					
137	D	<b>TOTAL CONFERENCE PROGRAM</b>	\$ 7,300.00		
138					
139					
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149					
150					
151					

## Salt Lake City 1998: CRLA Conference Account

	A	B	C	D	E
152		<b>EXPENSES (cont)</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
153	E	<b>7260 FOOD FUNCTIONS</b>			
154		7261 F Awards Luncheon	\$ 325.00		
155		7262 F Banquet	\$ 665.00		
156		7263 F Coffee Breaks	\$ 3,550.00		
157		7264 F Editors' Luncheon	\$ 130.00		
158		7265 F Hospitality	\$ 500.00		
159		7266 F Leadership Luncheon	\$ 360.00		
160		7267 F Lunch with a Mentor	\$ 160.00		
161		7268 F Newcomers' Reception	\$ 1,650.00		
162		7268a F Newcomers' Miscellaneous			
163		7269 F Past Board Breakfast	\$ 200.00		
164		7270 F Publishers' Breakfast	\$ 2,700.00		
165		7269 F Publishers' Opening	\$ 2,400.00		
166		7268 F SIG Breakfast	\$ 300.00		
167		7269 F SIG Lunch			
168	E	<b>TOTAL FOOD FUNCTIONS</b>	\$ 12,940.00	0	0
169					
170					
171	F	<b>NEXT CONFERENCE EXPENSES</b>			
172		<b>7320 NEXT CONFERENCE CHAIR</b>			
173		7321 NC Printing/Publishing	\$ 700.00		
174		7322 NC Postage	\$ 200.00		
175		7323 NC Advertising	\$ 150.00		
176		<b>TOTAL NEXT CONFERENCE CHAIR EXPENSE</b>	\$ 1,050.00	0	0
177					
178					
179		<b>7330 SITE SELECTION</b>			
180		7331 SS Travel	\$ 700.00		
181		7332 SS Hotel/Food	\$ 200.00		
182		7333 SS Telephone	\$ 50.00		
183		7334 SS Postage	\$ 50.00		
184		7335 SS Supplies	\$ 50.00		
185		<b>TOTAL SITE SELECTION</b>	\$ 1,050.00	0	0
186					
187	F	<b>TOTAL NEXT CONFERENCE EXPENSES</b>	\$ 2,100.00		
188					
189	A	<b>Total General Conference Expenses</b>	\$ 50.00		
190	B	<b>Total Conference Management</b>	\$ 11,100.00		
191	C	<b>Total Conference Planning Expenses</b>	\$ 15,800.00		
192	D	<b>Total Conference Program</b>	\$ 7,300.00		
193	E	<b>Total Conference Food Functions</b>	\$ 12,940.00		
194	F	<b>Total Next Conference Expenses</b>	\$ 2,100.00		
195		<b>TOTAL CONFERENCE EXPENSES</b>	\$ 49,290.00		
196					
197		<b>TOTAL ASSETS/INCOME</b>			
198		<b>TOTAL CONFERENCE EXPENSES</b>			
199		<b>Maintain Conference Account</b>			
200		<b>Transfer to Operating Budget</b>			

**Salt Lake City 1998: CRLA Conference A**

	A	B	C	D	E
1		<b>INCOME</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
2					
3		<b>BEGINNING BALANCE</b>	<b>\$ 10,000.00</b>		
4					
5		<b>6100 REGISTRATION</b>			
6		<b>6110 Full Conference Fees</b>			
7		6111 (\$100) FC Member	\$ 40,000.00		
8		6112 (\$100) FC Non-member			
9		6113 (\$ 75) FC Student			
10					
11		<b>6120 One-Day Only Fees</b>			
12		6121 (\$ 75) OD Member			
13		6122 (\$100) OD Non-Member			
14		6123 (\$ 60) OD Student			
15					
16		<b>6130 Late Registration Fees</b>			
17		6131 (\$125) LR Member			
18		6132 (\$175) LR Non-Member			
19		6133 (\$100) LR Student			
20					
21		<b>TOTAL REGISTRATION</b>	<b>\$ 40,000.00</b>	<b>0</b>	<b>0</b>
22					
23		<b>6210 PRE-CONFERENCE INSTITUTES</b>			
24		6211 PI A			
25		6212 PI B			
26		6213 PI C			
27		6214 PI D			
28		6215 PI E			
29		6216 PI F			
30		6217 PI G			
31		6218 PI H			
32		6219 PI I			
33		6220 PI J			
34		6221 PI K			
35		6222 PI L			
36		6223 PI M			
37		6224 PI N			
38		6225 PI O			
39		6226 PI P			
40		6227 PI Q			
41		6228 PI R			
42		6229 PI S			
43		<b>TOTAL PRE-CONFERENCE INSTITUTES</b>	<b>\$ 5,000.00</b>	<b>0</b>	<b>0</b>
44					
45					
46					
47					
48					
49					
50					

## Salt Lake City 1998: CRLA Conference Account

	A	B	C	D	E
51		<b>INCOME (cont)</b>	<b>Budgeted</b>	<b>Actuals</b>	<b>Variance</b>
52		<b>6260 FOOD FUNCTIONS</b>			
53		6261 F Awards Luncheon			
54		6262 F Banquet			
55		6263 F Lunch/Mentor			
56		6264 F Publishers' Breakfast			
57		6265 F SIG Breakfast			
58		6266 F SIG Lunch			
59		6267 F Lunch @	<i>6330</i>		
60		<b>TOTAL FOOD FUNCTIONS</b>	\$ <del>5000.00</del>	<i>8000</i>	0
61					
62					
63		<b>6300 OTHER CONFERENCE FUNCTIONS</b>			
64		6310 ADS			
65		6320 AWARDS			
66		6330 EXHIBITORS	\$ <i>15</i> 000.00		
67		6340 MEMBERSHIP			
68		6350 RESOURCE ROOM	\$ 250.00		
69		6360 SIG's			
70		6370 SCHOLARSHIP			
71		6380 TOTE BAG SALES			
72		6390 TOUR & ENTERTAINMENT			
73		<b>TOTAL OTHER CONFERENCE FUNCTION</b>	\$ 10,250.00	0	0
74			<i>\$66,590</i>		
75		<b>TOTAL CONFERENCE INCOME</b>	\$ <del>55,750.00</del>		
76		<b>TOTAL ASSETS/CONFERENCE INCOME</b>	\$ 65,750.00		

To: Incognito\_SMTp@InfoTech@MSCD[ <orlandov@m  
From: <jfiorito@CAUC.AB.CA>  
Cc:  
Bcc: Vince Orlando@RDG  
Subject: re.CRLA budget request  
Attachment: ATTRIBS.BND  
Date: 2/19/98 8:48 AM

June Fiorito  
02/19/98 08:43 AM

To: orlandov@mscd.edu  
Subject: re: CRLA budget request (Document link not converted)

Hello Vince,

Please note that the xerox costs for 480 pages should read @.15 cents = 72.00.

Sorry for the oversight!

Thank you for an early response.

June Fiorito - *Canada*

\*\*\*\*\*  
\*\*\*\*\*

Being a novice, I am not able to suggest innovative ways in which I would be spending the \$500. But here are a few that I was able to think through:

1. A newsletter to members on a bi-monthly basis  
40 members x 6 issues x 45cents postage = \$108.00
  2. Secretarial help  
6 months x 5 hours/month x \$10.00/hour = \$300.00
  3. Stationary  
40 copies x 2 pages x 6 issues (paper) = \$ 20.00  
xerox costs / 480 pages x .15 cents = \$ 72.00
- TOTAL = \$ 500.00

\*\*\*Please note that the price for paper may change occasionally, however, the postage, secretarial help, and xerox costs are the going price at the present moment. \$ 20.00 is all that is left for the purchase of paper!

Hope this request meets your approval.

Thank you for your early response.

June Fiorito

ps.

I received the labels sent by Rosalind!

M

February 26, 1998

Salt Lake City, Utah

Attachment I, 1 Pages

To: Incognito\_SMTPE@InfoTech@MSCD[<orlandov@msc  
From: "Molly Widdicombe" <MOLLYW@novell.uidaho.  
Cc:  
Bcc: Vince Orlando@RDG  
Subject: Washington CRLA 1999 budget  
Attachment: attach1,99budget.xls  
Date: 2/11/98 11:25 AM

Vince,

Hello! Well, it seems like not long ago we were sitting at a table discussing how to be an effective officer for a regional chapter of CRLA. Now, in just a few short months, I will take the helm as President of Washington (Idaho) CRLA. It has been a great year working with Jann Gardner as President-Elect to organize the conference. Unfortunately, I will be giving birth (or just recoving) so I will not be able to attend our regional conference. So it is appropriate that I look ahead to 99 and submit this budget request.

I have attached an Excel document with our proposed budget. It is called "99budget.xls. We are requesting \$500.00 to help cover costs. Thanks for considering our request.

Molly

-----  
Molly Widdicombe  
Tutor Advisor and Learning Skills Coordinator  
Tutoring and Academic Assistance Center  
University of Idaho  
Moscow, ID 83844-1068  
(208) 885-6307  
mollyw@uidaho.edu

From: SMTP%"Fus@rc1.rutgers.edu" 5-JAN-1998 10:02:12.1777 - - -  
To: CARPENTERK  
CC:  
Subj: Re: Display board

Message-Id: 128.5.140.51  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"  
Date: Mon, 5 Jan 1998 11:04:44 -0400  
To: Ohear@IPFW.EDU (O'Hear,Michael)  
From: kgs@rc1.rutgers.edu (Dr. Karen Smith)  
Subject: Re: Display board  
Cc: carpenterk@platte.unk.edu

Mike, as the Archivist I have prepared the display board since its inception in 1988. Actually, I have the permanent display "board", its vinyl carrying case, and its metal shipping case. There is no actual poster display on the board, however, which tells me that someone removed it for easier carrying. Don't send the old display to me because if they are to be used, they are the responsibility of the Coordinator of States and Regions.

Actually, there are several displays used in previous years circulating out there somewhere, and while they each focus on a conference theme, they do not indicate a specific year. For a while, these were being rotated by the Coordinator of States and Regions for use at the local conferences and meetings. Frankly, I have no idea where they are now. Pat Mulcahy-Ernt should have passed that information on to Vince, who would be the appropriate person to communicate the availability of these to the current state/regional presidents and directors.

The display board never came back to me last year prior to the Sacramento conference, and I did not do a new display for Kathy's conference. No one seemed to notice, however, so I lost interest. Additionally, it takes a great deal of time to design and prepare these. And while I enjoy doing them -- I do get tired of hearing others complaining about the difficulty of carrying the heavy permanent display board, and of shipping the display, and of keeping track of who gets which one next.

The Board bought this permanent display board because it looks professional and snazzy -- but I'm tired of explaining its purpose every year. It would seem to me that there is enough continuity on the Board that continuing board members can do the explaining to new people. Sorry about ranting, but this is now a very sore point with me. It really hurts, as you know, when you put a lot of yourself into something like a writing, a piece of art, or a display -- and there seems to be very little awareness of it or appreciation for it.

I vote for discontinuing the process. But, Mike, you and Kathy get together and tell me what to do. Meanwhile, I am preparing a simple one-board display for her on the theme of her conference. And -- the permanent board et al sits here in my closet.

Karen

> Karen.



> I have the CRLA display board, and asked Kathy about who should update  
> it to reflect the present year's conference. She said that you had  
> done this in the past and that I should send it to you. Before doing  
> so, I want to make sure that you are still willing to do this, or if  
> someone else has this responsibility.

> Mike

\*\*\*\*\*

Dr. Karen G. Smith, University Director	voice: 732-932-1443
Learning Resource Centers	fax: 732-932-1453
Rutgers, State University of New Jersey	email: kgs@rci.rutgers.edu
151 College Avenue	
New Brunswick, NJ 08903	

Visit the LRC website at <<http://lrc.rutgers.edu>>

\*\*\*\*\*

From: SMTP%"kgs@rci.rutgers.edu" 6-JAN-1998 16:55:34.87  
To: CARPENTERK  
CC:  
Subj: Re: display

X-Sender: kgs@erebus.rutgers.edu  
Message-Id: <v02130516b0d851196ead@[128.6.140.5]>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"  
Date: Tue, 6 Jan 1998 17:58:19 -0400  
To: Kathy Carpenter <carpenterk@platte.unk.edu>  
From: kgs@rci.rutgers.edu (Dr. Karen Smith)  
Subject: Re: display

Kathy,

I sure didn't mean to bemoan the work I've done on the displays or whine about not being thanked. However, it seems every year that I go through the same explanations about how it should be used with new folks -- and I wonder, "Why doesn't anyone seem to understand or remember this display?" Mike sure didn't seem to know about a "permanent display board" upon which the panels rest -- and I know he's there every year. It makes me wonder if people really use it or if it's necessary at the conference.

However, I think that when the Board made the decision to purchase a permanent display and shipping case (which cost almost \$1000 then!), they felt that the formal panels present the organization as something worthy, something professional, an organization with pizzazz. You can take a posterboard display and travel with it more easily, but it still won't fit in a suitcase, and it will still need some backing to make it stand alone -- so why not use the large one and ship it to the conference site where publishers ship their materials?

This organization is not poor. It does cost (not a whole lot) to ship the display UPS, but they are careful with it, it can be insured for few pennies, and you know it will arrive as planned. If you are the one shipping it each time, you should have no problem. According to the schedule you mention, you should have plenty of time to ship from event to event -- NADE booth in Atlanta the first week in March; NE/KS Reg. the first week in April; NTA in FL the last week in April; IRA in Orlando in May. The case has straps and all you need is to tape a new address on it from one conference to the next. I'm sure you can make arrangements to ship it as the publishers do. My guess is that you would prefer to have the full display on the permanent board -- and that you can rather easily ship it (and a box of other CRLA materials, as well) via UPS on to the next site.

You tell me.

The big problem we've had in the past is getting one member in one local area to pack it up and send it on promptly to the next person. Some years, the Coordinator of States & Regions has not been organized and provided a clear chart of who gets it when and following up to see that directions

have been followed.

My plan was to develop a display around your conference theme, using information from the conference booklet and photos. If you want me to do the three-panel display, then I'll email Roz for photos from the conference. Hope they were good! If you want to do a simpler one-panel piece, then I think it should be different and not focus on the conference.

> Now, to the line about your being "tired of doing the panels"--and I  
> don't blame you for that--what do you think about suggesting we initiate  
> a Promotions Chair whose job it is to design, create, distribute, track  
> and recover promotional displays for the organization?

Actually, I think the Board should first have some good and open discussions about what they want, with you and Mike leading the issue. Pat M-E, Gladys Shaw, and others have talked with me in the past about having smaller poster displays done that could be made cheaply and given to each PAL and SIG Leader, as well as State and Regional Leaders. However, these become outdated quickly and many will never be used. There are some good reasons for making a simple 12x18 poster available to members for general purpose. If the Board (and especially you and Mike) feel that the organization should have a real presence at other conferences, then a good professional display should be an automatic.

Actually, I love doing the panels. I take great pride in them. They are the one opportunity I have to use my artistic credentials. However, I am tired of spending the effort in designing and preparing something that has questionable value -- when they become lost, are not displayed, or wander the learning assistance never-never world without ownership. However, the idea of a Promotions Chair is not bad! I would be concerned that should the Board decide to do this, they determine a formal application procedure, including the presentation of a portfolio... I was originally asked to do it because I had done the layout for the CRLA brochure and designed my center's logo, brochures, and handouts. The Board at the time knew my work and knew that I had a Bachelor of Fine Arts. But, having the degree does not guarantee that the individual will do the work you like. So, make it strict and specific. And -- write the job description before you announce to the membership that you are looking for such an individual. (I'll serve on the screening committee, if you like...)

So sorry to hear about your Mom. This is really tough: I know. Jeez, Kathy, if you and I could just be co-Queens for a week or so, wouldn't we fix things! Do take care of yourself, and keep your own spirits up. Mom certainly needs your continuing beautiful smile to keep her as comfortable as possible.

;-) Karen

P.S. Final report on Task Force on Communications is in the mail.....

\*\*\*\*\*  
Dr. Karen G. Smith, University Director      voice: 732-932-1443  
Learning Resource Centers      fax: 732-932-1453  
Rutgers, State University of New Jersey      email: kgs@rci.rutgers.edu  
151 College Avenue  
New Brunswick, NJ 08903

Visit the LRC website at <<http://lrc.rutgers.edu>>

\*\*\*\*\*

## CONFERENCE OUTLINE

### SALT LAKE CITY

*Draft*

Monday, November 2

9:00 - 5:00 CRLA Board Meeting --Board Room. Morning and afternoon snacks, coffee, tea, soda.

Tuesday, November 3

9:00 - 5:00 CRLA Board Meeting — Board Room. Morning and afternoon snacks, coffee, tea, soda.

9:00 - 5:00 Local activity (campus tours, ~~geneological library tour~~, etc.)  
*geneological library tower*

6:00 - 9:00 Registration (Seasons Lobby)

8:30 - 9:00 Chairperson orientation (~~Board Room~~ *TBA*)

Wednesday, November 4

8:00 - 8:30 Chairperson orientation (Market West)

8:30 - 8:00 Registration (Seasons Lobby)

9:00 - 12:00 Institutes (8) (Market West, Market Street, Granary, Smokehouse, Rap of the Gavel, Weights and Measures, Executive A & B) *On-site tutoring*

12:00 - 4:30 SIG and State Director Leadership lunch and workshop (Three Seasons South). Buffet lunch at 12:00 followed by workshop conducted by ~~Prof~~ *Vince & Ratti Lopez*

1:00 - 1:30 Chairperson orientation (Market West)

1:30 - 4:30 Institutes (8) (Market West, Market Street, Granary, Smokehouse, Rap of the Gavel, Weights and Measures, Executive A & B)

7:00 - 8:00 *Ice Cream & Popcorn*  
{ Newcomers Reception. Welcome from CRLA officers and state directors and possibly SIG representatives.

8:00 - 9:00 { Welcome to Salt Lake Reception. Come and meet old friends and new ones. *Seasons*

9:00 12:00 Hospitality Suite open.

*Technical Support \$45/hr.*

*MAC Labs  
PC*

*University of Utah*

*booked for Thed., Sat P.M.*

*6 tech. institutes*

*Campus tours - BYU - Utah Valley  
Thed. A.M. State College*

Thursday, November 5

- 7:00 - 8:45 SIG breakfasts and meetings
- 8:00 - 8:30 Chairperson orientation (Market West)
- 8:30 - 6:00 Registration (Seasons Lobby)
- 8:00 - 6:00 Reading Resource ~~and Technology~~ Room Open (Room TBA)
- 8:00 - 8:30 Elections Committee (~~Board Room~~)
- 9:00 - 10:30 First General Session--John Gardner (Three Seasons)
- 10:30 - 10:45 Coffee break (outside Three Seasons)
- 10:45 - 11:45 Chapter, State, and Regional meetings (Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)
- 12:00 - 1:30 Lunch
- 1:00 - 1:30 Chairperson orientation (Market West).
- 1:30 - 2:30 Concurrent Session 1 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)
- 2:30 - 2:45 Coffee break
- 2:45 - 3:45 Concurrent Session 2 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)
- 2:45 - 5:00 American Council of Developmental Education Associations Meeting (Board Room)
- 4:00 - 5:00 Concurrent Session 3 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)
- 5:15 - 8:30 Grand opening of exhibits. Refreshments in Seasons North and Harvest Room. Exhibits open until 8:~~30~~
- 6:45 - 9:00 SIG dinner meetings. Meet in Market Lobby. *No Host*
- 9:00 - 12:00 Hospitality Room featuring SIG representatives.

Friday, November 6

~~7:00 - 9:00~~ ~~8:30~~ Publishers' breakfast (Harvest and Three Seasons North)  
7:30 - 9:00 Exhibits open (Three Seasons North and Harvest Rooms)  
8:00 - 8:30 Chairpersons' orientation (Market West)  
8:00 - 4:00 Reading resource and ~~technology~~ <sup>Room</sup> open (Room TBA)  
8:00 - 4:00 ~~Chinese Auction for CRLA Scholarship Fund~~ <sup>Scholarship</sup> (Seasons Lobby)  
8:15 - 9:00 Open nominations session (Board Room)  
8:30 - 5:00 Registration (Seasons Lobby)  
9:00 - 10:30 Second General Session--Kathy Carpenter (Three Seasons)  
10:30 - 10:45 Coffee Break <sup>Officers' reports,</sup>  
10:30 - 5:00 Exhibits open (Harvest and Three Seasons North)  
10:45 - 11:45 Concurrent Session 4 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)

12:00 - 1:30 Lunch with a Mentor (Three Seasons South)  
Past Officers luncheon  
Editorial Advisory Committee

1:15 - 1:30 Chairperson orientation (Market West)  
1:45 - 2:45 PAL's Meeting (Hospitality Suite)  
1:45 - 3:00 ACDEA Meeting (~~Folsom Room~~)  
1:45 - 2:45 Concurrent Session 5 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)  
2:45 - 3:00 Coffee Break *in exhibit area.*  
3:00 - 4:00 Concurrent Session 6 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)  
3:00 - 4:00 International Tutor Certification Program (Hospitality)  
3:00 - 5:00 Board Meeting (Board Room)  
4:00 - 5:00 Networking Open Time - *Kellogg Center*  
4:00 - 5:00 Meeting of 1998 and 1999 chairs (Hospitality Room)  
6:00 - 6:30 No Host Cocktail Hour (Three Seasons)  
6:30 - 9:00 Awards Banquet (Three Seasons) *+ entertainment*  
9:00 12:00 Friday night literary society featuring CRLA authors (Hospitality Room)



Saturday, November 7

- 7:00 - 8:30 SIG breakfasts  
*Reg 8 - 11*
- 8:00 - 8:30 Chairperson orientation (Market West)
- 8:00 - 12:00 Reading resource ~~and technology~~ room open (Three Seasons South)
- 9:00 - 10:00 Concurrent Session 7 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)
- 10:00 - 10:15 Coffee break + *auction*
- 10:15 - 11:00 *Recognition*  
~~Awards~~ and Auction (Three Seasons South)
- 11:00 - 12:00 Concurrent Session 8 ( Market West to Three Seasons South, Emigration to Big Cottonwood, Executive A & B)
- 12:00 - 1:45 On to New Orleans luncheon including guest speaker and installation of officers (Three Seasons)
- 2:00 - 5:00 Institutes (Executive A & B, Market Street, Granary, Weights and Measures)
- 1:30 - 5:00 Board Meeting (Board Room). Soda and other beverages.
- 5:30 - 6:30 ~~Kellogg Corner~~
- 6:00 - 9:00 Lrmasst gathering
- 6:00 - 9:00 Dinner on the Town
- 9:00 - 12:00 Hospitality suite (Goodbye to Salt Lake--On to New Orleans)

## CRLA 1998 Conference Evaluation

WIN

WIN

WIN

WIN

Win a \_\_\_\_\_ just for filling out your conference evaluation form. CRLA needs your help to improve the quality of its conferences. By filling in this conference evaluation form you aid us in planning future conferences. If you return your completed evaluation to the box on the registration table by noon on \_\_\_\_\_, you win a chance on a \_\_\_\_\_ . Drawing in registration area between afternoon sessions on \_\_\_\_\_ .

THANK YOU FOR YOUR HELP

### Demographic Information

1. How many prior annual CRLA conferences have you attended?  
Check one:    0 ☐    1 ☐    2-5 ☐    6-10 ☐    10+ ☐
2. Have you been a member of CRLA prior to this conference?    ☐ Yes    ☐ No
3. How did you learn of this conference?  
☐ colleague    ☐ mailing    ☐ Journal of Developmental Education  
☐ CRLA newsletter    ☐ Journal of College Reading & Learning  
☐ LRNAssT    ☐ WEB Site    ☐ Other (please specify) \_\_\_\_\_
4. In which US state or Canadian province are you currently employed? \_\_\_\_\_
5. What type of position do you hold?  
Professor/  
Check one:    ☐ Instructor    ☐ Counselor    ☐ Tutor    ☐ Instructional Assistant  
                  ☐ Administrator    ☐ Other (please specify) \_\_\_\_\_
6. What is the main area of your employment?  
☐ Reading    ☐ Writing    ☐ Math    ☐ Counseling    ☐ Learning Assistance  
☐ Tutorial    ☐ Other (please specify) \_\_\_\_\_
7. In what type of institution do you work?  
☐ Two-year Jr./Community College    ☐ Four-year College/University  
☐ Worksite Literacy Program    ☐ Other (please specify) \_\_\_\_\_

(PLEASE SEE REVERSE SIDE)

## Evaluation of Services and Planning

Please rate each of the following items by circling (E) for excellent, (G) good, (A) average, (P) poor. If you did not attend an event or do not wish to respond, use (N) for no response. Additional clarifying comments are welcome.

### GENERAL

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Program printing, layout and information                  | E | G | A | P | N |
| 2. Registration process                                      | E | G | A | P | N |
| 3. Cost of conference  | E | G | A | P | N |
| 4. Exhibits  | E | G | A | P | N |
| 5. <del>Computer</del> room<br><i>Resource</i>               | E | G | A | P | N |
| 6. Hotel location  | E | G | A | P | N |
| 7. Hotel accommodations                                      | E | G | A | P | N |
| 8. Pre-conference publicity (call, newsletter articles, ads) | E | G | A | P | N |
| 9. Tours/Leisure events                                      | E | G | A | P | N |
| 10. Banquet  | E | G | A | P | N |

11. *Websites*  
Comments/Suggestions: \_\_\_\_\_

### FUTURE CONFERENCE IDEAS/SUGGESTIONS

Next year's conference is CRLA's first ever east of the Mississippi. To aid in planning future conference sites, we would like to know whether you would attend future conferences if they were:

1. In the Midwest (Chicago, Nashville, etc.)  
\_\_\_\_\_ Yes      \_\_\_\_\_ No      \_\_\_\_\_ Don't know
2. In the East ( New York, Philadelphia, etc.)  
\_\_\_\_\_ Yes      \_\_\_\_\_ No      \_\_\_\_\_ Don't know
3. In the South (Orlando, Miami, etc.)  
\_\_\_\_\_ Yes      \_\_\_\_\_ No      \_\_\_\_\_ Don't know

Comments: \_\_\_\_\_

### OVERALL CONFERENCE RATING

Comments/Suggestions: \_\_\_\_\_

**THANK YOU!** Please Return This Form to the Conference Registration Desk or Mail to:

Jan Norton  
Missouri Western State College  
4525 Downs Drive  
St. Joseph, MO 64507

**TENTATIVE OUTLINE OF A NATIONAL CERTIFICATE  
FOR DEVELOPMENTAL EDUCATION PROFESSIONALS**

**Rationale**

At present, there are only three training institutes and four graduate programs available in the United States to those who work in learning centers, teach developmental courses, provide tutoring, or offer other services designed to improve student learning in postsecondary education. Unfortunately, fewer than 200 professionals complete these institutes and degree programs each year. This represents only .04% of the estimated 50,000 professionals working in learning improvement programs in American higher education.

At the same time, several national studies have established that a powerful relationship exists between the level of training of developmental education professionals and the success of their students. The need, therefore, for professional training is strong. The availability of professional training opportunities, however, is not.

Furthermore, programs designed to improve student learning, are increasingly criticized for failing to meet the expectations of administrators and the public. Unfortunately, this criticism is frequently justified. A very substantial number of those who provide developmental and learning improvement services are poorly trained for their roles. Consequently, their performance in these roles and the subsequent performance of their students is often inadequate. As a result, public perceptions of learning assistance and developmental education professionals are unfairly influenced by the poor performance of those who serve in roles for which they have no professional training. In essence, the reputation as well as the professional integrity of the field is being compromised by those who are, in effect, "practicing without a license."

These circumstances contribute to a morale problem among those who are professionally committed to developmental education and learning improvement in higher education. There are few current mechanisms for recognizing and rewarding their commitment to professionalism. Yet, there is much criticism of their efforts because of the poor performance of those who do not share their professional orientation. Furthermore, there are few quality control standards to prevent their professional efforts from being compromised by those of untrained amateurs.

These circumstances require that initiatives be undertaken to expand training opportunities for professionals in the field, encourage participation in professional training, reward those who participate in training, and establish certification standards that will discourage practice which fails to meet these standards. Such initiatives have traditionally been the responsibility of professional associations in the field.

Historically, standards for professional practice have been set, maintained, and enforced by professional associations. This proposal outlines a plan for the professional associations represented by the American Council of Developmental Education Associations (ACDEA) to exercise their traditional responsibilities for enhancing the quality of practice in their respective fields.

### **Purposes**

It is proposed that the professional associations represented on the American Council of Developmental Education Associations (ACDEA) establish a national certification program for professionals in their fields. The purposes of this program would be to:

- a) increase the number of professional development opportunities available to practitioners,
- b) establish quality control standards for the training of professionals in the field,
- c) ensure that those who practice learning assistance and developmental education are qualified to do so, and
- d) provide recognition for those practitioners who have made a commitment to professionalism in learning assistance and developmental education.

### **Role of Existing or Proposed Certification Activities**

Some ACDEA member associations already have certification programs of their own in place or projected for implementation in the near future. The CRLA Tutor Training Certification Program has been in operation for several years and has demonstrated a positive contribution to the field. NADE plans a certification process for developmental education programs and this shows considerable promise for rewarding excellence in the delivery of program services. An NTA committee is currently working on possible certification options for its members.

It should be noted that the certification program proposed here is for individual professionals. It should not conflict with nor supersede any existing or planned certification programs of ACDEA member associations. In fact, it should serve to supplement such programs and contribute to a systematic national approach to certification in the field.

### **Plan of Action**

#### **Professional Competencies**

It is proposed that the professional associations represented by the ACDEA agree upon a battery of basic and advanced competencies required for successful

practice in their fields. Basic competencies would include the general knowledge and skills necessary for the successful practice of learning improvement activities. Advanced competencies would include specialized knowledge and skills necessary to the practice of specific roles in the learning improvement process. These competencies would then form the basis for a series of workshops, institutes, or other training opportunities that would be offered through a variety of mechanisms including the associations' national and regional conferences, graduate programs, and distance education.

It is recommended that the list of competencies be generated by the professional development committees of ACDEA member associations in collaboration with the graduate programs in the field. As an aid to discussion of competencies, a tentative proposed list of is provided in APPENDIX I.

### **Workshops and Institutes**

Certification "tracks" based on competencies would be provided at each association's national professional conference. A certification track might include a combination of pre or postconference institutes and specific concurrent sessions. This should be relatively simple to implement because it is likely that any proposed competencies would be covered by institutes and concurrent sessions typically presented at national conferences. Those seeking certification would register for the appropriate activities and workshop or institute leaders would validate their attendance at these activities. An additional fee would be charged to those who register for the certification track at conferences. This fee would contribute to each associations' professional development fund and offset the cost of providing certification. Each year, the associations' conference program committees, in consultation with their professional development committees would determine the content and sequence of certification tracks for their conferences.

It is suggested that certification tracks be offered, initially, only at national conferences. Workshops developed specifically for certification purposes may also be offered on a regional basis by professional associations and graduate programs. After the tracks and workshops have been piloted and field tested, they could then be delivered at state and regional conferences.

### **Graduate Courses**

Credit toward certification could also be obtained by taking specific graduate courses relevant to the practice of learning improvement and the competencies identified by professional associations. The graduate programs in developmental education would be asked to identify courses that would count toward certification credit based on these criteria. Certification credit might then be obtained by taking these courses through any accredited graduate program. Graduate programs in the

field would also have the option of offering certification tracks at conferences or providing their own certification workshops or institutes. Such workshops or institutes would, however, have to be approved by the ACDEA.

### **Graduate Degrees**

At present, there are four graduate programs in the United States offering graduate degrees in developmental education. A list of these programs is included in APPENDIX II. Because these degree programs offer extensive concentrations in developmental education, their M.A. and Ed.S. graduates should at least be accorded basic certification.

Grambling State University also offers the Ed.D. degree in developmental education. It is recommended that holders of this degree be accorded advanced certification.

### **Institutes**

In addition to graduate programs, there are also several training institutes sponsored by associations and institutions. Appalachian State University and the National Center for Developmental Education offer the Kellogg Institute for the Training and Certification of Developmental Educators, a month long residential experience followed by implementation of a semester or year long practicum project. The Midwest College Learning Center Association has offered a week long residential training institute during the summer. The Winter Institute at the University of Arizona offers a week long residential training experience each January. Participation in these training experiences should be given substantial credit toward certification requirements.

### **Other Certification Activities/Experiences**

In addition to institutes, workshops, and graduate courses, other activities or experiences would also provide credit toward certification. Examples of such experiences might include, but not be limited to:

- a) serving as an officer of a national professional association or of a state or regional chapter of a national professional association;
- b) developing and delivering a concurrent session for a national, regional, or state, professional association conference;
- c) publishing an article in a refereed professional journal;
- d) completing a dissertation or thesis on a topic relevant to the professional competencies identified by ACDEA, or
- e) participating in distance education activities sponsored by professional associations and graduate programs.

## **Prerequisites for Certification**

In order to be eligible to participate in the certification process, those seeking certification would have to demonstrate prior experience in the field. It is recommended that those seeking basic certification have at least three years of relevant experience and those seeking advanced certification have at least five years of relevant experience. Those seeking any level of certification should have at least a master's degree with at least a concentration in an area relevant to instruction or the practice of learning improvement (e.g., English, reading, mathematics, counseling, student development, higher education, curriculum and development, adult education, etc.). If the master's degree is in an area unrelated to the practice of learning improvement (e.g., chemistry, geology, music, art, etc.), those seeking certification must have at least nine graduate hours in a related field.

## **Registration of Certification Experiences**

The National Center for Developmental Education would serve as the registrar for certification purposes. In this capacity, the Center would validate individual participation in certification activities, evaluate information submitted for certification (proof of attendance, transcripts, course syllabi, written materials, portfolios, etc.), issue certificates, and maintain a registry of certified professionals.

The Center would also evaluate credentials submitted for certification and advise applicants of whatever additional steps might be required for various levels of certification. The Center's efforts in this regard could be compensated through either grants from participating professional associations or through a fee charged to those seeking certification.

## **"Grandfathering"**

There are already many professionals in the field whose experience and credentials would qualify them for some level of certification. These professionals should be able to attain certification without participating in the entire certification process.

Any professional who believes that he or she qualifies for basic or advanced certification should be permitted to submit materials supporting their credentials and experience for review by a certification board. This board should consist of the professional development chairs of each ACDEA member association or an individual designated to serve in this capacity by the association's president.

Materials submitted for review might include resumes, transcripts of graduate work, copies of published books, articles, or monographs, information from conference presentations, or teaching portfolios. This information should be



submitted to the National Center for Developmental Education. The Center will then package the materials, distribute them to the certification board, collect board feedback, and either issue the appropriate certification or provide:

- a) a rationale for denial of certification, and
- b) a list of actions that might be taken to complete certification requirements.

#### **Promoting the Certification Process**

The certification process should be regularly advertised and promoted at the national conferences of each ACDEA member association as well as through national and local chapter newsletters, and association professional journals. Descriptions of the certification process should be sent to every member of professional associations represented by ACDEA. A list of certification workshops and institutes should be published each year and distributed to members of every association represented by ACDEA. This will insure that all professionals in the field are aware of certification requirements and opportunities for attaining certification.

As the certification process is established and implemented, efforts should also be made to promote awareness of certification to the higher education community. Press releases should be sent to higher education news agencies and press coverage of the certification process should be encouraged. Articles and information regarding the certification process should appear in professional journals and newsletters.

#### **Support for Certification**

A primary objective of these activities is to encourage institutions to recognize learning assistance and developmental education as professional activities requiring specialized skills and knowledge. A secondary objective is to discourage the use of uncertified, poorly trained, or adjunct personnel to deliver learning assistance and developmental education services and courses.

In support of these objectives, letters should be sent to the chief academic officers of every college and university in the United States describing the certification process and outlining the benefits of attaining certification. Information regarding certification should be sent to every regional accrediting association and accrediting bodies should be encouraged to recommend participation in the certification process. Professional associations should collaborate with accrediting agencies to encourage the hiring of certified personnel for positions in learning assistance and developmental education.

#### **Rewarding Certified Professionals**

Those who attain certification should be eligible for special benefits from professional associations. This would encourage participation in the certification

process and enhance the image of certification. Examples of such benefits might include:

- a) publishing an annual list of certificants in professional journals and newsletters,
- b) establishing a computer network specifically for certificants,
- c) providing discounted rates for conferences, journals, etc. for certificants, or
- d) promotion of certificants for available job openings in the field.

## **Implementation**

In order to implement the proposed process, it is recommended that the following steps be taken.

### **STEP 1**

ACDEA members should approve this proposal, in principle, with any revisions, additions, or deletions they consider appropriate during the spring of 1998.

### **STEP 2**

Once the proposal has been approved in principle, the list of competencies for certification should be reviewed, refined, and approved by the associations' professional development committees. This process should be completed by the summer of 1998.

### **STEP 3**

Certification tracks should be developed for each association's 1998/99 professional conferences. These tracks should be developed by the associations' professional development committees in collaboration with the conference planning committee. Each association may choose to emphasize a certification track consistent with its major emphasis. NADE, for instance, might elect to offer a certification track on teaching and learning, CRLA might elect to offer a certification track on learning center management, or NTA might elect to offer a certification track on tutoring.

### **STEP 4**

As a pilot project, each association should encourage some of its more experienced professionals to apply for certification based on their education, experience, and other professional credentials. Their credentials would be reviewed under the guidelines noted earlier in this proposal. This would provide a field test of certification competencies and review processes. The competencies and processes

might then be revised based on experiences from the pilot project. The pilot project should be undertaken during the summer and fall of 1998.

#### **STEP 5**

Based on initial experiences with conference-based certification tracks and the review process, a full fledged certification effort could be undertaken for the 1998/99 academic year.

#### **Step 6**

After the first year's experience with the certification process, promotion and support activities should be undertaken beginning in the fall of 1999. Continued promotion and support of certification activities should become a regular part of each association's operating agenda.

## **APPENDIX I**

### **Proposed List of Certification Competencies**

#### **Basic**

**TEACHING AND LEARNING** - includes ability to use techniques appropriate to learning improvement and developmental education such as:

- a) utilization of appropriate learning theories,
- b) application of instructional design and development principles,
- c) development of instructional materials, and
- d) application of knowledge of the nature and needs of developmental students.

**DIAGNOSIS AND ASSESSMENT** - includes ability to implement diagnostic and assessment activities to accurately place and prescribe treatment for students such as:

- a) selection of instruments,
- b) applications of cognitive and noncognitive instruments,
- c) interpretation of diagnostic and assessment information,
- d) use of diagnostic information to prescribe treatments, and
- e) use of assessment information to place students.

**ACADEMIC INTERVENTION** - includes to ability to implement noncourse-based interventions for students such as:

- a) tutoring,
- b) tutor training,
- c) freshman seminar/orientation experiences,
- d) academic advising, and
- e) academic counseling.

**PROGRAM EVALUATION** - includes ability to implement course or program evaluation activities such as:

- a) selecting evaluation methodology appropriate to program activities,
- b) collecting and maintaining data,
- c) combining qualitative and quantitative evaluation data,

- d) analyzing evaluation data, and
- e) writing an evaluation report.

**TECHNOLOGY** - includes ability to perform basic computer operations such as:

- a) using email,
- b) accessing the Internet,
- c) using word processing programs, and
- d) using the above to improve student learning.

### **Advanced**

**TEACHING AND LEARNING** - includes advanced applications of teaching and learning principles such as:

- a) individualized instruction,
- b) supplemental instruction,
- c) paired courses,
- d) learning communities, and
- e) learning styles.

**LEADERSHIP** - includes the ability to organize program resources and personnel to accomplish goals and objectives through such things as:

- a) developing and maintaining budgets,
- b) selecting and supervising personnel,
- c) developing and implementing staff training,
- d) coordinating resources and personnel, and
- e) planning educational programs.

**COUNSELING AND ADVISING** - includes the ability to promote student development through such things as:

- a) applying developmental academic advising techniques,
- b) using diagnostic testing procedures,
- c) prescribing learning activities based on diagnostic information, and
- d) applying basic counseling techniques.

**TECHNOLOGY** - includes the ability to use advanced computer technology for:

- a) designing instructional materials,
- b) developing data bases,
- c) managing instruction, and

- d) coordinating program activities.

**NOTE - these competencies are very tentative and expressed only in the most general terms. It is suggested that the directors of the graduate programs in developmental education, in conjunction with representatives of professional associations, develop the final list of competencies to be utilized for certification purposes.**

## **APPENDIX II**

### **Graduate Programs in Developmental Education**

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**Appalachian State University, Boone, NC**

**M.A. and Ed.S. Degrees in Higher Education  
with a major in Developmental Education**

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**Grambling State University, Grambling, LA**

**M.A. and Ed.D. Degrees in Developmental  
Education with content specialties.**

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**National-Louis University, Chicago, IL**

**M.A. Degree in Developmental Education**

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**Southwest Texas State University, San Marcos, TX**

**M.A. Degree in Developmental Education**

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## CRLA'S STRATEGIC PLANNING MODEL

### CONCEPTUALIZING THE ASSOCIATION

#### 1. Planning to Plan

##### a. Participants in the planning process

1. Roz Bethke, Newsletter Editor
2. Kathy Carpenter, President
3. Lorraine Dreiblatt, Secretary
4. Becky Johnen, Process Facilitator
5. Rosalind Lee, Membership Coordinator
6. Sylvia Mioduski, Treasurer
7. Mike O'Hear, President-Elect
8. Vince Orlando, Coordinator of States and Regions

##### b. Processes

The CANDO model developed by Becky Johnen will be used as the process for CRLA's strategic planning.

##### c. Why Plan?

CRLA views strategic planning as the process by which it will envision its future and develop the necessary procedures and operations to achieve that future. The Association recognizes that strategic planning is a future-oriented behavior concerned with the dynamic and complex relationship of the organization and its environment. CRLA is using a strategic planning process to determine its direction and to assist the Association in embracing and accommodating the changing educational arena. It is hoped that the strategic planning process will also provide a measure of continuity and cohesiveness to the Association.

##### d. Procedures

1. **What steps will we take to implement the process?**
2. **How will we go about implementing each component of the process?**

##### e. Timeline

1. **How long will our process take?**
2. **When will each phase/element/component occur?**

##### f. Create the Culture

Members of this strategic planning team are committed to the process and to ensuring that the strategic planning document is a working document. This commitment will be relayed to the membership in several ways:

- 1.) presidential update each summer

- 2.) plan progress/updates in the Newsletter
- 3.) dissemination of an annual report
- 4.) state chapter/region communique
- 5.) use of the web site, e-mail, and list serves to relay information related to the plan

## 2. Association Self-Assessment

### a. Mission

#### 1. Why do we exist?

- \* to assist students to be successful in higher education
- \* provide service to members (professional development; create an avenue for the possibility of advancement on our campuses)
- \* collegiality (networking)
- \* provide leadership in the profession
- \* provide opportunities for the community to convene
- \* promote research
- \* represent members to the wider community (political, social, administrative)
- \* act as a resource to others

#### 2. What is our most important function?

To facilitate our members in assisting students to be successful in college. This is done by providing professional development opportunities (primarily through an annual conference), resources, and information to our members. This is done in a climate of collegiality and in a sense of community.

#### 3. How are we different from or what do we do differently than other similar organizations (NADE, NTA, MCLCA, IRA college reading SIG, CRA, Kellogg, Winter Institute)?

- \* size (collegiality, opportunity to meet experts, less elitism)
- \* caring atmosphere
- \* cost (membership, conference)
- \* western hospitality (less formal)
- \* conference held mid-west to western U.S.
- \* more inclusive
- \* less hierarchy
- \* maturity (30 years old)
- \* focus on higher education

### b. Values

**College Reading and Learning Association members recognize the uniqueness of individuals and celebrate the diversity of our membership.** We seek to develop a sense of community and establish resourceful and cooperative arrangements with each other and others in the



field. **We promote research** and innovative approaches to teaching and learning. We seek to sustain a climate of caring and respect for all members of our profession. We are facilitative, responsive, and collegial in our approach.

c. Vision

- \* professionals assisting students
- \* professional development for learning assistance educators (conferences)
- \* collegial support organization
- \* consistent communication with membership through a mailing service
- \* creative leadership
- \* lighting the fire of idealism
- \* professionalism that works
- \* leading the field of excellence in higher education
- \* students taught by CRLA members are successful in their academic pursuits (e.g., recipients of degrees)
- \* strong, vibrant community of learning assistance professionals
- \* Association president invited to speak before Senate Committee (i.e., national recognition; advice is sought by others)
- \* membership is no less than 1,000 and no more than 1,500
- \* membership is more inclusive and more representative of students served in "our" programs
- \* Association has a home address
- \* ability to assist with institutional, state, and national political issues
- \* users of technology: to communicate with membership; to make the special interest groups more viable; distance learning; on-line tutoring; on-line classes; communication with students; research; training on the use of technology
- \* state chapters and regions are strong components of the Association
- \* focus: tutorial; study strategies; learning center management; reading, math, writing (integrated); supplemental instruction; community of learners

d. Financial Self-Assessment

1. What is the financial health of the Association? (Include a look at the number of members the Association has.)

AUDITING THE ENVIRONMENT

1. Chronological Audit

a. Historical Mission

1. What was the original purpose upon which CRLA was founded?

b. Mission

The mission of the College Reading and Learning Association (CRLA) is to provide a forum for the interchange of ideas, methods, and information to improve teaching, learning, and research in postsecondary educational

environments.

As a dynamic community of professionals ~~in the fields learning assistance, developmental education, and tutorial services and the disciplines of reading, English, and math~~, we seek to give practical application to research and to promote the implementation of innovative strategies that enhance college student learning and teaching in order to make a positive difference in the lives of students.

*who are directly or indirectly involved in learning (esp. tutorial serv.)*

As a dynamic community of professionals ~~who work in learning centers, teach developmental courses, provide tutoring, or offer other services designed to improve student learning in postsecondary education~~, we seek to give practical application to research and to promote the implementation of innovative strategies that enhance college student learning and teaching in order to make a positive difference in the lives of students.

As a dynamic community of professionals ~~who work in learning improvement programs~~, we seek to give practical application to research and to promote the implementation of innovative strategies that enhance **college teaching and student learning** in order to make a positive difference in the lives of students.

*provide*

## 2. External Audit

### a. Demographic

1. Increasing numbers of students from all levels of academic preparation will request learning assistance
2. About one half of all entering students need to enroll in one or more developmental education courses
3. More students with disabilities will be enrolled in college
4. There will be an increase in the number of 18 to 22 year old college students until 2002; a decline in this age group is then expected
5. An increasing proportion of college students will be part-time and returning adults
6. More than 60,000 adjunct or full-time staff and faculty work in developmental education and learning assistance centers. The majority of these persons are adjunct faculty.

### 7. ADD MINORITY STUDENT STATS

### b. Educational

1. Increasing role of emerging technologies for instructional delivery, assessment, and communication
2. Increasing number of linked/paired courses (content courses and a learning strategies - study skills, etc. — courses)
3. Institutional establishment of teaching/learning centers (that assist with faculty development)

4. Evolution of "full service learning centers" from developmental education departments
5. Development and dissemination of standards and credentialing programs for developmental educators (e.g., CAS)
- 6. ADD NCDE STATS ON SUCCESS OF STUDENTS**
- 7. ADD INFO ON RETENTION**
- 8. ADD INFO ON INCREASE IN ORIENTATION CLASSES**

c. Technological

1. Increasing role of emerging technologies for instructional delivery, assessment, and communication
2. Increasing role of technology in student tracking/recordkeeping
3. Increase in use of web sites and list serves
4. Increase in use of e-mail as a communication tool
5. Requirement in many schools to have a technology-related course in the general education core
6. Computerization of dormitories
7. Rapid changes in technology make it difficult to stay on the cutting edge

d. Social/Cultural

1. The role television has played in expanding entertainment and educational opportunities
2. Rise of "edutainment"
3. Change in workforce demands — by 2000, 20% of available jobs classified as professional; 15%, unskilled; 65%, skilled
4. Globalization — one village
5. Proliferation of political correctness

e. Political

1. Most political and policy battles concerning developmental education will occur at the institutional and state level (e.g., Texas and New York)
2. Increased accountability regarding college budget expenditures and student outcomes
3. Many states legislating that developmental education courses in public four-year institutions be decreased or eliminated (New York advocating no developmental education at two-year institutions)
4. Opinion by many policymakers that higher high school graduation requirements and higher college entrance requirements will eliminate the need for academic assistance and developmental education
5. Policy makers expecting research-based solutions for academic problems and issues
6. Political center moving to the right

f. Economic

1. Diminishing federal financial support for higher education
2. Many institutions implementing fee-based academic support programs

- Sharing of resources
- Conference fee
- Financially secure
- Leadership opportunities

b. Weaknesses

- Distribution of information
- Cultural diversity
- Political action
- Activities of special interest groups
- Lack of involvement by graduate students
- Lack of involvement by adjunct faculty
- Membership numbers
- Continuity of initiatives
- One year terms of offices
- Lack of a "home" address
- State-level participation
- Inclusion of national trends in the newsletter
- Marketing of the Association
- Name recognition

2. External

a. Opportunities

- joint conferences
- linkage with teacher education programs
- collaboration with the National Association for Developmental Education
- networking
- sharing of information and expertise
- use of technology
- linkage with the American Council of Developmental Education Associations
- certification programs (e.g., NADE's learning assistance centers)
- access to research
- use of grants to support Association activities
- increasing institutional memberships
- linkage with other state-level organizations

b. Threats

- related conference costs (e.g., hotel, airfare)
- limited/lack of institutional travel resources
- federal budget cuts
- state budget cuts
- number of organizations with similar missions (causes talk of mergers; heightens competitiveness for members)
- student enrollment trends

- political decisions that affect funding areas
- misperceptions/lack of awareness about the profession

## DEVELOPING THE STRATEGIC PROFILE

### 1. Identify the Strategic Issues

- Increasing role of emerging technologies for instructional delivery, assessment, and communication
- Development and dissemination of standards and credentialing programs for developmental educators (e.g., CAS)
- Many states legislating that developmental education courses in public four-year institutions be decreased or eliminated (New York advocating no developmental education at two-year institutions)
- Limited travel/professional development funds
- Distribution of information within the Association
- Cultural diversity
- Political action
- Activities of special interest groups
- i. Lack of involvement by graduate students
- j. Lack of involvement by adjunct faculty
- k. Membership numbers
- l. Lack of a "home" address
- m. State-level participation
- n. Marketing of the Association
- o. Name recognition
- p. Number of organizations with similar missions (causes talk of mergers; heightens competitiveness for members)
- q. Misperceptions/lack of awareness about the profession

### 2. Formulate Strategies to Manage Issues

- Practical Alternatives
- Barrier Identification

#### c. Major Proposals

The College Reading and Learning Association will:

- Provide high quality professional development opportunities for those working in the fields of ~~postsecondary teaching, learning, and research in reading, learning assistance, tutorial services, and all aspects of developmental education.~~ [and developmental programs in reading, writing, math, and other fields.]
- Foster inquiry on topics that ~~impact on~~ [influence] student learning in postsecondary environments and ~~will~~ disseminate findings to the ~~membership at large.~~ [educational community.]

Promote the effective & ethical use of technology.

3. ~~Develop~~ of technology in related service delivery, professional development and ~~communication among constituent groups~~ and develop the means for implementation.

*Cultivate a diversified diverse*  
4. ~~Diversity~~ membership. [Diversity within the organization will be reflected by professionals who represent **underrepresented groups**, the various position classifications, institutional types, and geographic regions of the United States, Canada, and other countries.]

5. ~~Will~~ Collaborate with other professional organizations in order to promote dialogue, political activism, research, and professional development within the fields of **reading**, learning assistance, tutorial services, and **all aspects of developmental education**. [and developmental programs in reading, writing, math, and other fields.]

*Strengthen the effective & efficient*  
6. ~~Will be a~~ responsibly, effectively and efficiently managed organization.  
*management.*

~~7. ADD GOAL RELATED TO RESEARCH.~~

~~8. ADD GOAL ON FACULTY DEVELOPMENT - PROMOTE A REALISTIC AND WELL INFORMED ATTITUDE ABOUT DIVERSE COLLEGE LEARNING TRENDS.~~

3. Evaluate the Profile
4. Determine the Preferable Future
  - a. Revisit the CRLA vision

## OPERATIONALIZING THE STRATEGIC PLAN

### 1. Establishing Annual Objectives

Revisit strategies from the summer retreat

2. Developing Action Plans Related to the Association Priorities
3. Budget Planning
4. Assessment

*Heighten*  
7. ~~Strengthen~~ the visibility of Ass. projects, programs, & publications.



## College Reading and Learning Association Strategic Plan

Draft Document  
October 1997

Attached is the initial draft of the Strategic Plan, presented at the 30th Annual Conference of the College Reading and Learning Association in Sacramento, California. It is presented to the membership for discussion so that suggested comments for revision may be included in the final document.

Patricia Mulcahy-Ernt  
University of Bridgeport

Becky Johnen  
Northern West Virginia Community College

Karen Smith  
Rutgers University

# College Reading and Learning Association Strategic Plan

Draft Document  
October 1997

## INTRODUCTION

The College Reading and Learning Association is committed to developing a strategic plan to guide the organization. This strategic plan is envisioned as a five-year plan which will be reviewed on an annual basis.

In the spirit of informed decision-making, this draft will be under review by all the constituent groups in the organization as a step toward the adoption of the formal Strategic Plan.

In 1992-93 the framework for the association's strategic plan was developed. The 1995-96 and 1996-97 Executive Boards reviewed the framework and determined that in order to operationalize it, the following needed to be developed: (1) goals needed to be updated and (2) strategies, action plans and timelines to meet the goals needed to be established.

Presented for membership review is the first draft of the Association's Strategic Plan with the following components: mission statement, values, goals, and strategies. When appropriate, suggested timelines are presented as initial guideposts for the implementation of the strategies.



## MISSION STATEMENT

The mission of the College Reading and Learning Association (CRLA) is to provide a forum for the interchange of ideas, methods, and information to improve teaching, learning and research in postsecondary educational environments.

As a dynamic community of professionals in the fields of reading, learning assistance, developmental education, and tutorial services, we seek to give practical application to research and to promote the implementation of innovative strategies that enhance college ~~student learning and teaching in order to make a positive difference in the lives of students.~~ <sup>teaching and student learning</sup>

## VALUES

(College Reading and Learning Association members recognize the uniqueness of individuals and celebrate the diversity of our membership.) We seek to develop a sense of community, and establish resourceful and cooperative arrangements with each other and others in the field. We <sup>research</sup> are innovative in our approaches to teaching, and learning. We seek to create and sustain a climate of caring and respect for all members of our profession. We are facilitative, responsive, and collegial in our approach.

*We promote research and innovative approaches to teaching and learning.*

## GOALS

1. The College Reading and Learning Association will provide high quality professional development opportunities for those working in the fields of postsecondary learning, teaching, and research in reading, learning assistance, tutorial services, and all aspects of developmental education.
2. The College Reading and Learning Association will foster inquiry on topics that impact on student learning in postsecondary environments and will disseminate findings to the membership at large.
3. The College Reading and Learning Association will define the role of technology in related service delivery, professional development and communication among constituent groups and develop the means for implementation.
4. The College Reading and Learning Association will diversify its membership. Diversity within the organization is reflected by professionals who represent underrepresented groups, the various position classifications, institutional types, the various position classifications, and size, and geographic regions of the United States and Canada and other countries.
5. The College Reading and Learning Association will collaborate with other professional organizations in order to promote dialogue, political activism, research, and professional development within the fields of reading, learning assistance, tutorial services, and all aspects of developmental education.
6. The College Reading and Learning Association will be a responsibly, effectively and efficiently managed organization. The Executive Board of Directors will be accountable and responsive to the membership and conscientiously uphold the Constitution and By-Laws.

## GOAL 1

The College Reading and Learning Association will provide high quality professional development opportunities for those working in the fields of postsecondary learning, teaching, and research in reading, learning assistance, tutorial services, and all aspects of developmental education.

### Strategies

The annual international conference will serve as a premier opportunity for learning about current research, pedagogy, programs, and emerging technology relevant to the organization's focus in postsecondary-level education.

Annual regional and state conferences in each geographical area of North America will serve as a vehicle for membership on the regional level and for professional development.

Both the annual national and regional conferences will feature state-of-the-art research, present strategy-focused papers to show the application of theory in practical settings, invite speakers who are making significant contributions to the field at large, and will promote both theoretical and practical knowledge about reading, developmental education, learning assistance, and tutorial services in order to provide professional development opportunities to those in the field.

In order to keep the organization on the cutting edge the keynote speakers at the national conference will reflect current issues, topics that challenge the thinking in the field, and/or topics that are representative of new movements in the field.

An underlying theme in the planning of the annual conference will be how learners learn, particularly in post-secondary settings.

Every three years the College Reading and Learning Association will present Symposia on Teaching and Learning that provide opportunities for professional development in the field.

The CRLA *Newsletter* and the *Journal of College Reading and Learning* will serve as the organization's primary print media for informing the membership of research in the field and activities of the organization so that the membership may be informed of professional developments in the field.

The College Reading and Learning Association will support collaborative efforts in the professional development of those in the field, including national research conferences and institutes.

Information about the guidelines and standards for programs endorsed by the Council for the Advancement of Standards will be disseminated to the membership.

The CRLA Standards Task Force will initiate, develop and disseminate content standards for curriculum development for college developmental reading, writing, mathematics and relevant study skill areas in order to extend standards developed by others in the field (for example, those developed by IRA, NCTE, and NCTM other professional organizations) by July 1, 1999 and annually review such standards.

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## GOAL 2

The College Reading and Learning Association will foster inquiry on topics that ~~impact~~ <sup>influence</sup> on student learning in postsecondary environments and will disseminate findings to the membership at large.

### Strategies

Special Interest Groups (SIGs) will be encouraged to initiate research and inquiry into their specific and unique areas of interest and to publicize their findings to the membership.

The CRLA membership will initiate new SIGs that are relevant to the fields represented by the College Reading and Learning Association.

Task Force groups will be appointed by the Board of Directors on an as-needed basis to investigate new and relevant topics within a specific time frame. [For example, a task force might be appointed to investigate undeveloped areas of support for students facing new learning experiences via courses on the internet and to make recommendations relevant to CRLA's role in training members who will be asked to support this learning concept.]

The College Reading and Learning Association will investigate the feasibility of publishing monographs, particularly those that disseminate the work of task force groups or SIG member research.

The *Journal of College Reading and Learning* will continue to present the best of the research conducted in the field, as well as outstanding papers on philosophical and theoretical issues of the fields represented by the membership.

Information on new understandings and revelations in the field will be presented as news in the CRLA newsletter, including reviews of publications pertinent to the membership.

Research and presentations on aspects of how learners learn will be encouraged through all components of the organization, including the journal, the newsletter, SIGs, task force groups, monographs, and conferences.

Exploration by the Executive Board of Directors will focus on expanding The CRLA Award for Distinguished Research ~~will be expanded~~, with one award presented for publication of original <sup>qualitative</sup> research relevant in the fields of the membership and one award presented for outstanding publication of theoretical positions.

The Executive Board of Directors will encourage members to identify key topics on new developments in learning, which then will be addressed appropriately through the initiation of a task force or through conference strands or other means.

The Executive Board of Directors will explore the need for and potential use of dedicated listserves to focus on specific areas of learning issues.

The Executive Board of Directors will continue in its efforts to place the *Journal of College Reading and Learning* in college and university libraries.

P M-E 10/97

## GOAL 3

The College Reading and Learning Association will define the role of technology in related service delivery, professional development, and communication among constituent groups and develop the means for implementation.

### Strategies

The Executive Board of Directors will continue the development of the CRLA website and expand its informational base, including the listing of officers, state and regional leaders, SIG leaders, and committee and Task Force chairs with their addresses, phone numbers and e-mail addresses, and a description of each of the committees so that the website will be fully operational by January 1, 1999.

Through the CRLA website members will be able to learn about the developments in each Special Interest Group and about the activities in the States and Regions.

Through the CRLA website members will be able to learn about the annual conference and the conference presentations.

The Executive Board of Directors will support the development of an electronic list of resources, people, and sites using emerging technologies, for the purpose of encouraging members to educate themselves with regard to learning about new technological developments.

The Executive Board of Directors will foster support for the use of e-mail as a means of communication within organization groups, the including Special Interest Groups, task force groups, state and regional organizations, and committees.

The Executive Board of Directors will encourage the investigation of the internet as a teaching tool and the implications that this development will have on the provision of services provided by members in their institutions.

Through annual conference workshops and institutes, members will be able to explore new methods and procedures for providing website learners with assistance and learn about research and exploration capacities through the web.

During the annual conferences, institutes on all aspects of the use and impact of technology and learning will be offered.

The Executive Board of Directors will investigate the implications of and support the development of electronic forums for discussion among the membership.

The Executive Board of Directors will explore video conferencing as a means of hosting distance conversations regarding topics relevant to the membership.

## GOAL 4

The College Reading and Learning Association will diversify its membership. Diversity within the organization is reflected by professionals who represent underrepresented groups, the various position classifications, institutional type and size, and geographic regions of the United States and Canada and other countries.

### Strategies

The Executive Board of Directors will establish an overall membership goal and state/regional membership goals for the College Reading and Learning Association on an annual basis.

Committees within the organization will reflect diversity.

The Executive Board of Directors will develop a marketing and recruitment plan for the College Reading and Learning Association by January 1, 1999. Board members, chapter presidents, state/regional directors, professional association liaisons, special interest group leaders, and committee chairs will be trained on the implementation of the marketing and recruitment plan.

The Executive Board of Directors will support the development of a recruitment packet by January 1, 1999 to be disseminated to Board members, chapter presidents, state/regional directors, professional association liaisons, special interest group leaders, and committee chairs for use in their recruitment efforts.

The Membership Coordinator will monitor membership on a monthly basis and will annually publish, by state and region, a report on CRLA's membership.

The Executive Board of Directors will develop by January 1, 2000 an "each one recruit one" recruitment campaign.

The Professional Association Liaison Committee will incorporate into its mission, purpose, and goals a recruitment function.

Members will be encouraged, in general and through CRLA groups such as SIGS, PALS, and Chapters, to promote CRLA at other conferences they may attend throughout the year through the use of the display board and other Association materials.

The use of the state and regional networks and conferences as a means to generate membership will be established.

The Multicultural SIG will assist the College Reading and Learning Association in identifying underrepresented groups and will assist with the development of strategies to recruit members from underrepresented groups.

The Executive Board of Directors will institute a mentorship program designed to promote participation of new people in CRLA, beginning with the 1999-2000 association year.

## CRLA Strategic Plan

The CRLA Secretary will send a special mailing to those with one or two-year lapsed membership in order to encourage these former members to renew their membership.

### GOAL 5

**The College Reading and Learning Association will collaborate with other professional organizations in order to promote dialogue, political activism, research, and professional development within the fields of reading, learning assistance, tutorial services, and all aspects of developmental education.**

#### Strategies

The College Reading and Learning Association will support the efforts of the American Council of Associations of Developmental Education and will regularly send an Executive Board member to all meetings. The College Reading and Learning Association will host a Council meeting at each of its annual conference.

The College Reading and Learning Association will maintain current collaborative agreements attained through the Professional Association Liaison (PAL) Committee and Executive Board actions.

Through the PAL Committee, the College Reading and Learning Association will establish at least five collaborative agreements with organizations of similar professional interest in the next five years.

The CRLA Conference Program Chair will provide a PAL forum at each annual conference so that new professional contacts can be made and current issues of mutual interest can be identified.

Members formally serving as a Professional Association Liaison for an organization external to CRLA will attend the annual conference of that organization, display CRLA information at that conference and promote CRLA through an exhibit or conference session, meet with leaders of that organization, and report those outcomes to the CRLA Executive Board through the PALs Committee Chair.

The College Reading and Learning Association will support regional efforts to sponsor regional conferences and meetings with other professional organizations and establish a plan to do so.

On a periodic basis, the College Reading and Learning Association will conduct joint conferences, symposiums, seminars at the state, regional, and national level with organizations of similar interests.

The College Reading and Learning Association will establish a political liaison network.

On a periodic basis, the College Reading and Learning Association through the Executive Board of Directors and the Political Liaison Network will disseminate information concerning policy issues and pending legislation to all members and collaborating organizations.

At the 1999 annual CRLA conference, a training program for Association members and leaders concerning political advocacy will be held.

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## CRLA Strategic Plan

On a regular basis, the Executive Board of Directors will share information related to the Association's efforts with policy makers at the state and national level.

The College Reading and Learning Association through the Executive Board of Directors and the Political Liaison Network will serve as an information resource for policy makers at the state and national levels by giving testimony, drafting legislative language, and by conducting research about policy issues.

### GOAL 6

The College Reading and Learning Association will be a responsibly, effectively and efficiently managed organization. The Executive Board of Directors will be accountable and responsive to the membership and conscientiously uphold the Constitution and By-Laws.

### Strategies

#### Area 1: Planning

The Executive Board of Directors will review and revise the CRLA Strategic Plan every five years.

The Executive Board of Directors will annually review the CRLA By-Laws and create recommendations for changing the By-Laws in the form of a ballot for the membership.

The Executive Board of Directors will create a set of recommendations for creating a standardized format for committee and organizational annual reports, for disseminating the reports at the annual conference and in the *CRLA Newsletter*, and for using them for future Board actions.

The Executive Board of Directors and Committee Chairs will create a Master Calendar of national and regional events and publish this calendar in the *CRLA Newsletter*.

#### Area 2: Leadership

The Executive Board of Directors and Committee Chairs will annually review and revise the CRLA Job Descriptions for all Executive Board Members, Chairs of Standing and Ad Hoc Committees, Special Interest Group Leaders, and State/Regional Director and Chapter Presidents. The Job Descriptions will include clear descriptions of the role and responsibilities; each volunteer will have a reasonable workload, a clear definition of the length of service, and a clear description of the duties associated with the position.

All members within the organization will be encouraged to serve throughout the organization. The Committee Chairs are to be appointed by the President in counsel with the Executive Board; committee members are to be selected by the Committee Chair and approved by the Executive Board of Directors.

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## CRLA Strategic Plan

On an annual basis the Executive Board of Directors will implement the use of the Membership Resources form in order to survey the membership about their interests in participating on the various committees and their interests in serving in a leadership role.

On an on-going basis the Executive Board of Directors will promote the involvement of past Board members in serving in the organization.

During the annual conference leadership training for those serving on regional and national leadership roles will be provided.

Each Committee Chair and Executive Board Member completing his/her term will provide transition assistance to those who are beginning the term. Included in this transition will be a packet of materials and correspondence informing the new Chair or Board Member of past activities.

All Committee Chairs will be invited to attend Executive Board of Directors' meetings during the annual conference.

On an on-going basis the Executive Board of Directors will give clear and consistent guidance to the editors of the *Newsletter* and the *Journal of College Reading and Learning*.

On an on-going basis the International Tutor Certification Program will promote the certification process of tutors both within the College Reading and Learning Association and external to it.

The International Tutor Certification Program will regularly update the requirements of the certification process, insuring that the latest research in tutoring strategies and program management are part of the guidelines.

### Area 3: Conference Management

In order to provide a smooth transition between conferences and to facilitate the conference planning process, two planning kits will be developed and updated on an annual basis. One kit will be given to the incoming president-elect after he/she has been elected; the other kit will be used by the President-Elect throughout his/her term. Each kit will be updated on an annual basis.

The President-Elect will monitor the creation and progress of all committees that are planning and managing the annual national conference so that all committee members are adhering to well-planned timelines and established guidelines, have clear definitions of their assignments, and have reasonable workloads.

The Executive Board of Directors will insure that the conference budget is well-managed and that expenses are reasonable.

### Area 4: Publications

In consultation with the editors of the CRLA *Newsletter* and the *Journal of College Reading and Learning*

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## CRLA Strategic Plan

*Learning*, the Executive Board of Directors will develop a publications plan in order to coordinate the content, delivery, and purpose of the various types of publications in the organization. This plan will be reviewed on an annual basis. Included in this plan should be a description of the *Journal of College Reading and Learning* as a publication that focuses on current theory and research; a description of the *Newsletter* as the vehicle for informing members about what has happened, is happening, and will be happening; and a description of a monograph series for special topics.

All publications, such as the association's journal, newsletters, and monographs, will be professional in content and format and will be delivered to the membership in a timely fashion.

In consultation with the editors of the *CRLA Newsletter* and the *Journal of College Reading and Learning*, the Executive Board of Directors will develop a publications advertising plan.

The College Reading and Learning Association will create a publishing arm for the field.

The ideas and quality of all printed communications in the association on both the national and regional levels will strive to be of high quality.

### Area 5: Member Resources

The College Reading and Learning Association will have a reliable, centralized membership database, including designations for appointments and committee memberships. This database will also include the length of membership in the association and on various committees and in various offices.

The Membership Coordinator will send a membership form to past Board members (who hold lifetime status) so that they can update their membership information.

### Area 6: Fiscal Management

The College Reading and Learning Association will operate with a balanced budget every year and ensure that the expenditure of assets are for the membership's benefits.

The Executive Board of Directors will investigate means of increasing revenue in order to support new initiatives.

Any member of the organization with fiscal responsibilities will be held accountable for a formal report and accounting of the expenditures and of the benefit to the association.

Any member who is approved for an expenditure will be held accountable for a report and accounting of expenses and of the benefit to the association.

### Area 7: Communications

The Communications Task Force will foster, investigate, and strengthen the communications among Committee Chairs in dialogue with the Executive Board of Directors.

P M-E 10/97

## CRLA Strategic Plan

A directory of all the committee chairs and members, including addresses, phone numbers, and e-mail addresses will be created for dissemination to the membership at large through print and electronic publications.

In each CRLA *Newsletter* a column will be devoted to descriptions and highlights of Board actions.

Electronic communications, including e-mail, the CRLA web site, and a listserve, will be used by the Executive Board of Directors, State/Regional Directors and Chapter Presidents, SIG Leaders, Committee Chairs, and the general membership for on-going dialogue at both the regional and national levels about membership concerns and needs.

A member of the Executive Board of Director will be an active participant on the LRNASST listserve.

Summaries of Executive Board of Director meetings and teleconferences will be sent to all those holding leadership positions within the organization and to Past Board members who request them.

P M-E 10/97

## CRLA Strategic Plan

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P M-E 10/97

<b>COLLEGE READING AND LEARNING ASSOCIATION</b>
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**BOARD MEETING**  
**Wednesday, February 25, 1998**  
**Salt Lake City, Utah**

**List of Attachments to the Minutes**

- A. Agenda for the CRLA Board Meeting of February 28, 1998
- B. Job description for Membership Chair
- C. Bid from NDM Neighborhood Data & Mail for mailing services
- D. Bid from Jim Wood & Associates for mailing services
- E. Job description for Exhibits Chair
- F. G. E-mail from Gladys Shaw, ITCP Coordinator
- H. Final report and three year summary from Communications Task Force
- I. Job description for Executive Assistant position
- J. Web site recommendations by Frank Christ

**CRLA Spring Board Meeting**  
Salt Lake City, Hilton Hotel

**AGENDA**

Wednesday - February 25, 1998

8:30 am	Acceptance of Agenda and approval of minutes
9:00 am	Tour of Hotel
10:00 am	Break
10:15 am	Appointments, Updates and Reports
	1. Mailing service
	2. 1999 conference site and on-site chair appointment
	3. Position of CRLA Secretary
	4. CRLA/NADE Co-Sponsored conference report
	5. Evaluations Chair appointment
	6. Elections
	7. Political Action Chair
	8. ITCP Co-Chair (up in 1999) - Bidding on auditing
	9. By-Laws
	10. Past Officers group
	11. Long and Outstanding Award
	12. <i>Standard Task Force</i>
NOON	Lunch
1:30 pm	Communications Task Force Report
2:00 pm	Executive Assistant position
3:00 pm	Membership report and membership cards
3:30 pm	Break
3:45 pm	<del>Newsletter report</del> <i>The Director</i>
4:15 pm	Formation of list of "experts" on specific subjects/areas <i>Resource</i>

## MEMBERSHIP COORDINATOR

The membership coordinator (MC) is responsible for ensuring the CRLA database and membership records are accurate and current. (The database currently runs on a MAC platform using Filemaker Pro 3-4.)

The MC acts as the organizational liaison with the firm which has been contracted to maintain the CRLA database and provide mailing labels.

- oversees the work of the firm
- works closely with the firm who will provide regular copies of the database in both hard copy and diskette form
- forwards to the firm all requests for labels

The MC ensures that membership packages for new and renewing members are mailed.

The MC keeps the Executive Board up to date on membership information such as demographics and works with the board to coordinate major mailouts.

The MC is the person who will receive all requests for labels.

The MC is the contact person for members who wish to inquire about their membership status.

The MC is responsible for updating and printing CRLA letterhead, brochures and membership cards. He/She will provide the letterhead and brochures to officers or other members on request.

Strong organizational skills and a comprehensive knowledge of CRLA are assets.

The membership coordinator is appointed by the board for a three-year term. He/She serves as an ex-officio member of the board, attending all board meetings as a non-voting member.



2121 S. Oncida Street • Suite 434  
Denver, CO • 80224-2553  
(303) 757-7212 • FAX 757-6404

## Quote for Mailing Services

2/24/97

**Client:** College Reading & Learning Association  
P.O. Box 173362  
Denver CO 80217

**Phone** 556-3057  
**Fax** 556-5390

**Attention:** Vincent Orlando

**Job Description:** CRLA Database & Mailings

Database Management	
Initial Conversion & Set-Up - \$75.00	75
New Entries - 50¢ each 400	200
Updates & Deletions - 20¢ each 1,000	200
Single Data Entries (Dues Paid, etc.) 12.5¢ each 1,000	125
List report mailed to Secretary - \$10.00 per month	120
Label Sets & Mailing Services Postage \$3.00 x 120 =	36
Add Bar Codes to records - 4¢ each	60
Labels sets - 3¢ per label 1,000 x 180 x 40	540/720
Affix Labels - 2¢ per label	
Process List for CASS report - \$15.00 per mailing	60
Bulk Mail - \$15.00 per mailing	
Forwarding Labels Sets - \$2.50 plus postage	137.00
<b>\$ 3,000.55 TOTAL</b>	<b>2372</b>

15 Complete sets  
40 partial sets  
x 180

**Authorization:** Price is valid for 30 days from date above. To accept this quote and authorize Neighborhood Data & Mail to process your order, please sign and return via FAX or mail.

Note: For VISA or Master Card payment, please fill in as needed. Thank you.

Please circle the logo for the card you are using



Name as it appears on your card (Please Print)

Card Number

Exp. Date

Signature

*Thank You For Your Business!!*





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 Denver CO 80217

**Phone** 556-3057  
**Fax** 556-5390

**Attention:** Vincent Orlando

**Job Description:** CRLA Address & Mail Forwarding

Mailing Address and Mail Forwarding	
CRLA Mailing Address - \$10.00 per month	120
Mail Forwarding each week - \$15.00 per week	
plus postage $8.15.00 \times 52$	780
$2.3.00 \times 52$	150
Membership Confirmation Letter & Membership Card	1800
Two versions - Renewal & New Member	336
28¢ each plus postage $.32 \times 1200$	384
Page 2 Subtotal	1776
Page 1 Subtotal	2372
<b>TOTAL</b>	<b>4148</b>

**Authorization:** Price is valid for 30 days from date above. To accept this quote and authorize Neighborhood Data & Mail to process your order, please sign and return via FAX or mail.

Note: For VISA or Master Card payment, please fill in as needed. Thank you.

Please circle the logo for the card you are using



Name as it appears on your card (Please Print)

Card Number \_\_\_\_\_

Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_

*Thank You For Your Business!!*

# JIM WOOD & ASSOCIATES

5560 JONESBORO ROAD • LAKE CITY, GEORGIA 30260

TELEPHONE 404-960-8494

FAX 404-961-7693

Vincent P. Orlando  
Metropolitan State College of Denver,  
Campus Box 17,  
P.O. Box 173362  
Denver, CO 80217-3362

Dear Vincent:

Enclosed is a quote for mailing and support services to be provided to The College Reading & Learning Association (CRLA) by Jim Wood & Associates (JWA). We have just begun providing similar services for National Association for Developmental Education (NADE), so we are familiar with the needs of your organization.

My company, JWA, is a family-owned marketing and communications company which also provides support services for non-profit organizations. One of our associates is my mother, Dr. Martha Wood, recently retired from Clayton College and State University after 30 years in Developmental Education. She is familiar with the CRLA, and is excited at the possibility of working with you.

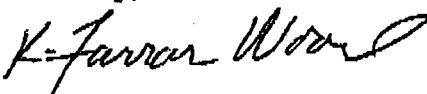
As a full service marketing company we have the ability to offer other services which may be of use to CRLA. We publish newsletters and offer design services for all your printing needs. As listed in items D & E under office support services, JWA can supervise printing as well as store materials for mailing to new members. JWA is also fully bonded and can make deposits and then forward all the information to your treasurer. This would substantially cut lag time from receipt of membership dues and their addition to the membership rolls.

Some of the items listed under support services are additional services not listed in your request. I include them only as an opportunity to improve dissemination of information throughout your organization.

If you choose JWA as your primary support provider, we will always keep the best interest of CRLA as our top priority.

Thank you for your consideration.

Sincerely,



K. Farrar Wood

## **Services Proposal For CRLA**

### **by Jim Wood & Associates (JWA)**

JWA can provide the following database management and support services:

#### **Database Management:**

- A. Update the roster of the member list on an ongoing basis.  
*estimated 1000 members*
- B. Send out new member packages.
- C. Send out renewal notices to members. Send acknowledgment letters to new and renewing members
- D. Provide one member list each month.
- E. Provide mailing labels of active members as needed.  
*Maximum of 15 sets of labels per year*

#### **Office Support Services:**

- A. Permanent mailing address.  
*CRLA can establish a permanent P.O. Box which will be checked regularly by JWA.*
- B. Mail sorting and forwarding services.  
*This includes making deposits and forwarding deposit slips and new member information to CRLA's treasurer.*
- C. e-mail and Fax services.  
*JWA will forward all pertinent information to the board via fax or electronic mail.*
- D. Printing supervision for all peripheral informational material for use in mailings.  
*JWA will be responsible for maintaining an adequate supply of informational material for membership and other mailings and will have authority to approve all printing orders under \$1000. JWA will pay all printing costs, and printing costs will be listed as a reimbursable expense on the next month's services invoice.*
- E. Storage of peripheral informational material for use in mailings.  
*All informational material used in new member packets as well as other pertinent CRLA information can be stored at our office location in Morrow Georgia, USA.*

**Total For Services (per month).....\$1,750.00**

*Note: this fee schedule does not include; (1) "routine" costs CRLA has been absorbing thus far, such as postage, printing, labels, etc., and (2) the start-up or conversion costs involved in transferring the CRLA database(s) to JWA at the beginning of the contract.*

From: SMTPX"DWOOD@a1.stim.tec.tn.us" 16-FEB-1998 08:32:41.20  
To: CARPENTERK  
CC:  
Subj: FWD: job description

MR-Received: by mta STIM; Relayed; Fri, 13 Feb 1998 12:06:45 -0500  
Alternate-recipient: prohibited  
Date: Fri, 13 Feb 1998 12:01:42 -0500 (CDT)  
From: DONNA WOOD 383-4161 <DWOOD@a1.stim.tec.tn.us>  
Subject: FWD: job description  
To: carpenterk@platte.unk.edu  
Message-id: <B219ZXGCH9GVK\*@MHS>  
MIME-version: 1.0  
Content-type: MULTIPART/MIXED; BOUNDARY="Boundary (ID pxCTOMJPrpcbeKw4+azYvg)"  
Posting-date: Fri, 13 Feb 1998 12:04:00 -0500 (CDT)  
Importance: normal  
Priority: normal  
Sensitivity: Company-Confidential  
UA-content-id: B219ZXGCH9GVK  
X400-MTS-identifier: [;65402131208991/852547@TECVAX]  
AI-type: MAIL  
Hop-count: 2

--Boundary (ID pxCTOMJPrpcbeKw4+azYvg)  
Content-type: TEXT/PLAIN; CHARSET=US-ASCII

Kathy: Here is a draft of the exhibits job description.  
Please feel free to make adjustments, changes or whatever. The  
samples you sent were a huge help!

Thanks and Happy Valentine's Day!

--Boundary (ID pxCTOMJPrpcbeKw4+azYvg)  
Content-type: MESSAGE/RFC822

Date: Tue, 10 Feb 1998 13:33:59 CDT  
From: DONNA WOOD 383-4161 <DWOOD@a1.stim.tec.tn.us>  
Subject: job description  
MIME-version: 1.0  
Content-type: TEXT/PLAIN; CHARSET=US-ASCII  
Importance: normal  
Sensitivity: Company-Confidential  
AI-type: MAIL

#### CRLA Job Description

#### CONFERENCE EXHIBITS' CHAIR

1. The Conference Exhibits' Chair is appointed to a three-year term of office and reports to the Board.
2. Responsibilities of the conference exhibits' chair include:
  - a. maintaining a current list of publishers who are potential exhibitors at the annual conference.

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To: carpenterk@platte.unk.edu  
Message-id: <B219ZXGCH9GVK\*@MHS>  
MIME-version: 1.0  
Content-type: MULTIPART/MIXED; BOUNDARY="Boundary (ID pxCTOMJPrpcbeKw4+azYvg)"  
Posting-date: Fri, 13 Feb 1998 12:04:00 -0500 (CDT)  
Importance: normal  
Priority: normal  
Sensitivity: Company-Confidential  
UA-content-id: B219ZXGCH9GVK  
X400-MTS-identifier: [;65402131208991/852547@TECVAX]  
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Subject: job description  
MIME-version: 1.0  
Content-type: TEXT/PLAIN; CHARSET=US-ASCII  
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2. Responsibilities of the conference exhibits' chair include:
  - a. maintaining a current list of publishers who are potential exhibitors at the annual conference

annual conference.

- c. creating a schedule of book signings and special events (wine and cheese, ice cream social, etc.)
  - d. selecting a drayage company and making arrangements for booths to be set up.
  - e. tracking and collecting the payment from exhibitors.
  - f. assigning the location of each exhibitor in the exhibition hall.
  - g. locating CRLA members who have written textbooks to participate in book signings.
  - h. managing a budget for the exhibit expenses and sending a report to the Treasurer by May 31 of each year.
  - i. working in concert with the local arrangements chair, the president, and the president-elect to highlight the exhibits as a vital part of the annual conference.
3. The Chair maintains active membership in CRLA.
4. The Chair updates this job description at the end of his/her term.

Accepting this position allows CRLA to publish your name, school address and school phone number.

--Boundary (ID pxCTOMJPrcpcbeKw4+azYvg)--

I m: SMTPX"qshaw@utep.edu" 28-JAN-1998 11:27:22.41  
To: CARPENTERK  
CC:  
Subj: Certification Com. and Accounting

Message-Id: <3.0.1.32.19980128104035.0092be50@utep.edu>  
X-Sender: qshaw@utep.edu  
X-Mailer: Windows Eudora Light Version 3.0.1 (32)  
Date: Wed, 28 Jan 1998 10:40:35 +0000  
To: carpenterk@platte.unk.edu  
From: Gladys Shaw <qshaw@utep.edu>  
Subject: Certification Com. and Accounting  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

>  
>Kathy, I there are a couple of concerns that I believe the board should  
>begin to address in the near future. One is the transition of chairs for  
>the certification committee. As nearly as I can determine, I started  
>sending and getting things in September of 1995, but Tom and Karan did not  
>officially step down until June of 1996. The conference has since moved to  
>the fall, and I have no problem extending my tenure through the fall conf.  
>of 1999. However, to assure a smooth transition and uninterrupted  
>service,our transition should begin months prior to the 1999 conference  
>if,indeed, the current system is to be continued.  
>  
>. personally think the board should consider a way to outsource the  
>management of the program for a negotiated fee in order to assure its  
>continuance if that is financially feasible, but I have not received the  
>requested budget or accounting for the committee that would permit me to  
>make a recommendation for or against that alternative.I think it would be  
>prudent for the board to at least consider the feasibility of such a plan.  
>Whoever was doing the everyday management would still work very closely  
>with the CRLA Committee regarding the program's structure, revisions,etc.,  
>but it would relieve the chair of the work intensive,clerical part of the  
>job. The way we have it set up here is not too bad since I have diverted  
>part of the budget to clerical support. I am not sure  
>we will always be able to have such a situation, and I assure you,it will  
be a  
>very rare member who can devote the time without the clerical support.Also,  
>I do not think that support will remain as inexpensive as I have been able  
>to arrange here. I hope I am just being obsessive-compulsive about the  
>perpetuation of the program, but I don't see it getting smaller in the  
future.  
>  
>  
>  
>Assuming continuance of the current system, I believe that Robin is  
>expecting to take over the chairing of the committee because I have  
>certainly been encouraging her to do so and I think she may have some  
>ideas of people who might be interested in the co-chair's position. I  
>uggest you contact her very soon and confirm her position on the issue. If  
>she agrees, I can begin the transition early in 1999 and have it  
>essentially in place by the end of June, ie, she would be handling new  
>inquiries and applications and I would be responsible for the annual  
>report,the meeting at the conference, etc  
>  
>Once I have completed my financial duties with the committee, I would very  
>much like to be considered for the auditing/tax/financial advisory work for

>believe I bring to the job not only my credentials and experience in the  
>fields of accounting, tax, and financial planning, but also a very sound  
>knowledge of the organization's purpose, goals, and needs. And I can  
>guarantee the board I will charge them less than any other professional  
>with my credentials because of my interest in continuing to contribute to  
>CRLA. If a formal bid is needed, I will be glad to submit one. I just do  
>not believe many accountants would give CRLA the special attention I could  
>and would.

>

>I will appreciate your bringing up these issues with the board when you  
>feel it is most appropriate.

>

>



F m: SMTP%"gshaw@utep.edu" 20-FEB-1998 12:32:55.32  
1 CARPENTERK  
CC:  
Subj: Re: job

Message-Id: <3.0.1.32.19980220114556.0091bd90@utep.edu>  
X-Sender: gshaw@utep.edu  
X-Mailer: Windows Eudora Light Version 3.0.1 (32)  
Date: Fri, 20 Feb 1998 11:45:56 +0000  
To: "KATHY CARPENTER, PH.D." <CARPENTERK@platte.unk.edu>  
From: Gladys Shaw <gshaw@utep.edu>  
Subject: Re: job  
In-Reply-To: <980220114257.1012c@platte.unk.edu>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

Hi back, I just checked and this term is up at the 1999 Conf.; yes, Robin is willing to take my position and she has some ideas about an assistant. Would you like to have our help on filling that slot rather than advertising, or is there some policy that requires you to advertize? If you are required to do so, please copy the ad to us and we'll do some personal searching for you among people who have proven to be reliable on the committee. (You may recall that Elaine and Helen want it, but they want it all at the same time so they can do it together. They are very assertive, but have not been very cooperative, and I frankly do not think they have done so great with the SIG, so I would hate for them to respond to the ad and get turned down, or for Robin to be pushed out after she has worked so hard simply because you have to advertise.)

I would like to go for the 1998-99 audit because we always have to get the tax return extended to about February of the following year and that and the audit go hand in hand. I will not be handling fees by the end of June this year; the data base clerk and /or Robin will actually handle from that point on; also I won't be doing the audit until I am off the committee for several months, so independence should not present a problem

At 11:42 AM 2/20/98 -0600, you wrote:

>Hi Gladys:  
> Needs a clarification. Going to the CRLA board meeting--leaving  
>Tuesday a.m. so need to know answers on Monday.  
> When is your ITCP term up--conference of '98 or '99  
> We assume that Robin will step up and do what you have been doing and  
>we need to advertise to find someone to do what she has been doing, Right?  
> You want to bid on the auditing job for the org. for 98-99 fiscal year  
>or not until the 99-2000 year ?  
> Thanks. Hope you're having a better than average day! No  
>change with my mom. :-( YM2M (you matter to me)  
> KC  
>  
>  
>Kathy Carpenter, Ph.D. Telephone: 308.865.8214 (w)  
>CRLA President Telephone: 308.236.7601 (h)  
>Director of Learning Center FAX: 308.865.8157  
>University of Nebraska at Kearney e-mail: carpenterk@platte.unk.edu  
>Kearney, NE 68849  
>



**College  
Reading &  
Learning  
Association**

CRLA Board Meeting  
February 25, 1998  
Salt Lake City, Utah  
Attachment H, 4 Pages

READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

### **Communications Task Force**

Karen G. Smith, Chairperson

### **Final Report & Three-year Summary**

The Communications Task Force was appointed by President Pat Mulcahy-Ernt for a period of one year, March 1994 - April 1995. The Task Force was asked to meet a second year for additional input, at the 1996 conference and then again at the 1997 conference. Over the three years nineteen individuals provided valuable input and suggestions which have been summarized and presented to the Board. The chairperson presented a quick summary at each conference Board meeting and a written summary of the suggestions for 1995 and 1996.

There appeared to be little interest in working on communications issues through the Task Force this fall at the Sacramento conference, and only five specific and new recommendations evolved from the sessions.

#### **The Communications Task Force Mission:**

Develop a set of recommendations to the CRLA Board for improving the communications, publicity, and marketing of CRLA activities both internal to the CRLA membership and external to the organization

#### **Participants in the three years:**

Jim Bell  
Roz Bethke  
Kathy Carpenter  
JoAnn Carter-Wells  
Frank Christ  
Tom Dayton  
Sandra Evans  
Tom Gier  
Becky Johnen  
Pat Jonason

Rosalind Lee  
Lucy MacDonald  
Sylvia Mioduski  
Pat Mulcahy-Ernt  
Vince Orlando  
Tom Pasternak  
Gladys Shaw  
Karen Smith, Chair  
Valerie Smith-Stephens  
(others?)

While it is obvious that some of the recommendations were accepted and acted upon by the Board, there was never any direct feedback by the Board to the chairperson about specific actions taken or to be taken as a result of the work of the Task Force.

Five new suggestions which came from discussions at the 1997 conference:

1. Develop guidelines for the editor of the newsletter, that will be followed with each successive editor. For instance, the editor should follow the directives of the Board and it is the Board's responsibility to provide clear and specific directions. Last year, for example, the registration for the conference was excluded from the newsletter prior to the conference. It was suggested that this was a decision made by the editor without Board approval. If the Board feels that publication of the conference registration (yet again) in the newsletter is significant in persuading members to register, then the Board should provide that information as a directive and the editor should be made to adhere to the policy.

The newsletter editors have a lot of freedom in designing the papers they produce, but the Board shoulders the responsibility of determining guidelines and specifics which they want represented in each paper.

2. Several members recommended that the newsletter take on a more professional and informative presentation. While the CRLA newsletter is very pleasant to look at and colorful to read, it provides very little information on a lot of pages. The font is very large and the design does not allow for academic presentation of news.

3. Consider a 1-800 number for member information. - website

4. It was recommended that the Board publicize its meetings at the conference more widely and make it known to the membership that all Board meetings are open and all members are welcome to attend and observe. Extend this invitation through the SIGs and state and regional meetings, as well as through the conference program and the newsletter.

5. Every year several members express concern about problems with the transition of information -- from retiring officer to new officers; from committee chairs and state and regional leaders to incoming leaders in those roles; from out-going editors to new editors. Perhaps there should be a more formal transition process. Perhaps a check list should be included with each job description which identifies specifics of the job and a timeline. The transitions between leaders should be formalized.

#### Attachments:

#1 - Copy of the original memo from Pat Mulcahy-Ernt, outlining the mission of the Task Force, the activities to be discussed, and the members.

#2 - Copy of the report to the Board, 04/06/95

#3 - Memo from K. Smith to members of Task Force about meeting times for the 1996 conference.

#4 - Summary of the recommendations from the 1996 conference (also submitted as Report to the Board in summer of 1996).

**MISSION:** Develop a set of recommendations to the CRLA Board for improving the communications, publicity, and marketing of CRLA activities both internal to the CRLA membership and external to the organization.

**DURATION:** One year (March 1994 - April 1995)

**ACTIVITIES:**

(1) Survey task force members by June 1, 1994 in order to describe how to enhance communications, publicity, and marketing specific to:

- 1) Mailing
- 2) Advertising
- 3) Correspondence
- 4) Use of ID/CRLA logo
- 5) Displays for use of PALS & State Directors
- 4) Conference registration, information for newcomers, membership
- 5) CRLA membership
- 6) Journal & Newsletter
- 7) Electronic Communications

(2) Develop recommendations for a communications package for use by SIG leaders, PALS, State Directors to be distributed at the 1995 Conference during a Leadership Training workshop.

**MEMBERS:**

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#2

## Task Force on Communications

One year charge: 1994

Submitted to the Board of Directors by Karen Smith

April 6, 1995

This Task Force was created by Patricia Mulcahy-Ernt in March 1994, with approval of the Board of Directors on March 23, 1994. The charge was to gather information from the membership regarding issues or problems regarding CRLA communication mechanisms, marketing, advertising, public relations, and professional image.

The comments which follow are presented in random order and do not reflect any indication of priority or need.

### central mailing

- a permanent address for all correspondence to CRLA is crucial
- officers and others need easy and ready access to membership records and to central mailing personnel during all regular work hours
- membership records should track membership over time
- officers and other designated individuals should have ready access to member phone numbers when necessary

- central mailing can accommodate ready access of all major mailing for the organization, freeing the editors of this job. Have the printing firms ship the completed product directly to the mailing service, which will prepare and complete the mailing process and keep surplus newsletters and journals on file

- central mailing can accept membership fees, make direct deposits, send records to the treasurer, or send the fees on to the treasurer as part of the process of forwarding mail to the appropriate individual on a daily or weekly basis

- central mailing will provide a great service to overworked Board members and editors of the association's publications by freeing them from unnecessary secretarial issues and will help CRLA respond to the members more readily and in a more timely manner

### marketing and presenting the organization

- publicizing CRLA and membership in relevant journals
- publicizing CRLA conference in Chronicle and other journals
- develop a plan to help state/regional officers do a better job of marketing membership in the association through the state and regional organizations

activities such as the annual conference should be announced more, in each copy of the newsletter, in letters to the membership, in preconference mailings -- CRLA appears to have become stingy in its communication with members. A personal letter mailed first-class to every member will cost less than \$200! Direct communication from the Board with the members is crucial and is not happening now!

professional image

professional presentation of CRLA in brochure (good), newsletter (good), journal (good and improving), and other publications (some good, some pretty bad)

regular publish date of newsletters and journals -- seen as too erratic by many membership should run for 12 months, beginning on the date the membership fee is received. CRLA is seen by many members as having moved back into dark ages, from a professional image to the image of an amateur organization.

we lose members because they don't get published materials, they are dropped from the roster, and it doesn't pay to join in mid-year because the dues will be effective only until 12/31.

most members now renew their membership when they register for the conference. If they don't attend the conference, renewal information should be sent immediately and should be professionally developed registration information for the upcoming conference should be included in the spring issue of the newsletter which should arrive in February.



#3

READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

Rutgers University, Learning Resource Center - CAC, New Brunswick, NJ 08903

Memorandum

To: Patricia Mulcahy-Ernt, President  
Vince Orlando, President Elect  
Rosalind Lee, Secretary  
Sandra Evans, Treasurer  
Kathy Carpenter, Incoming President Elect  
Sylvia Mioduski, Incoming Treasurer  
Tom Dayton, Sacramento Conference Chair  
Valerie Smith Stephens, Awards & Scholarship Chair  
Gladys Shaw, ITCP Coordinator  
Jim Bell, JCRL Editor  
Roz Bethke, Newsletter Editor  
Becky Johnen, PAL Chair  
Pat Jonason, SIG Coordinator

From: Karen G. Smith, Chair  
Communications Task Force

Date: October 20, 1996

Re: Scheduled Task Force Meetings at the Albuquerque Conference  
Hospitality Room, Albuquerque Hyatt Regency  
Thursday, 10:45 - 11:45 A.M.  
Friday, 1:30 - 2:30 P.M.  
Saturday, 10:45 - 11:45 A.M.

In 1994 Pat Mulcahy-Ernt established the Task Force on Communications and Public Relations. The mission was stated at that time:

Develop a set of recommendations to the CRLA Board for improving the communications, publicity, and marketing of CRLA activities both internal to the CRLA membership and external to the organization.

A report was submitted in June of 1995 with a number of recommendations, but President Mulcahy-Ernt has asked the Task Force to reconvene and



consider new ideas and recommendations regarding improved communications, publicity, and marketing.

Therefore, a one-hour meeting is set for each day of the Albuquerque conference to discuss problems, issues, concerns, and especially ideas and recommendations in response to the Task Force's charge. Please consider yourself to be an integral part of the Task Force. CRLA's "presentation" and communication systems are important to the role you have accepted in the organization. Give input into the ideas and recommendations which will go forward from the Task Force to the Board for consideration.

Please arrange your schedule so that you can attend these sessions and participate in at least two of the three hours of discussion. I am looking forward to your participation in this important assignment. ...And, I am looking forward to my annual R & R and the opportunity to spend quality time with my old (I mean long-time) friends. See you soon.

Communications Task Force

## Issues raised in 1996

1. real concern @ flow of information to the general membership
  - more personal in a regular letter from the president (quarterly? or at least once per year!)
  - letter should be sent in addition to the Newsletter
  - in the letter focus on special issues to the Board and/or significant happenings or plans
  - maybe president should send a special letter to SIG Leaders and another to state/region leaders
2. new CRLA membership brochure should include www address ✓
3. reinstantiate the member survey which should be sent out with each new membership or each renewal
  - then do follow up on the forms and the responses
4. the Board should recognize extreme value of state organizations - provide them with more input
  - recognize their value *Done at 1997 conf.* ✓
  - give more recognition
5. CRLA should publish a master calendar for the academic year. Show ✓
  - timelines
  - deadlines
  - application processes for conferences, scholarships, etc.
  - special events
  - prepared by the President?
  - published in the Newsletter?
6. there is great concern about the change in when and how the Board minutes are sent to the chairs, etc. *who should get them?* ✓
  - is there a better way in order to eliminate the 4 month "dead time"?
7. recommendation that the Board solicit applications for a 3-year appointment for an Exhibits chairperson ✓
  - to provide continuity and work with local exhibits person on-site. *Done*
8. recommendation that the Board approve a new policy to be shared with all ✓
  - "all national CRLA documents which carry CRLA and logo should be approved by the Board via a proposal before actual publication and dissemination"
9. the need for a central mailing service is crucial ✓

*DRAFT*

## Executive Assistant to the CRLA Board

The Executive Assistant to the CRLA Board would be responsible for assisting the board in keeping a steady course. The EA would be an ex-officio member of the board, would attend all meetings, but would not vote. This would be a three-year appointment by the board, and this person serves at the will of the board.

### QUALIFICATIONS

CRLA Member

~~Past board member~~

Institutional support

### RESPONSIBILITIES

#### EXTERNAL ORGANIZATIONS

\*Assist PALS coordinator in updating contracts with professional organizations including NADE, MCLCA, NTA, ACDEA and the Center for Developmental Education.

\*Co-ordination with JDE on issues related with JDE including yearly ad contract and on reduced price for the journal;

#### CRLA-GENERAL

\*Maintain CRLA 800 number

\*Update, maintain and circulating CRLA Display boards banners

\*Assist CRLA and Conference Web Site \* web-gurus\*

#### CRLA-BOARD

\* Provide transitional assistance to new board members providing them with an overview of their duties and expectations and updating them on recent board activities

\*Alert board members on reports, etc. that are due at the upcoming meetings.

\*Alert board of on-going initiatives and policies

\*Maintain contact with SIG coordinator. on Board activities & decisions

(102) \*Maintain all job descriptions including collecting revised descriptions for outgoing job member, and passing on descriptions to new board members.

(103) \*Update and maintaining Conference planning book.

\*Assist elected officers with special projects as designated by the board.

\*Assist in filling vacant committee chairs through personal contacts.

\*Assist in recruiting state and region directories.

\*Assist in search for upcoming conference sites. *61-11-10-11-12*

From: SMTP%"flchris@primenet.com" 20-FEB-1998 20:43:0  
To: CARPENTERK  
CC:  
Subj: RE: New CRLA Web Site

Message-ID: <01BD3E38.1BAAA1E0@ip-47-139.fhu.primenet.com>  
From: Frank Christ <flchris@primenet.com>  
To: "'carpenterk@platte.unk.edu'" <carpenterk@platte.unk.edu>  
Subject: RE: New CRLA Web Site  
Date: Fri, 20 Feb 1998 11:09:02 -0700  
MIME-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"  
Content-Transfer-Encoding: 7bit

Memo to the CRLA Board: Some Design & Content Suggestions for the CRLA Web Site

1. Use a commercial ISP instead of an institutional server for storage and user access. Cost will be around \$600.00 annually but you will eliminate problems of downtime, changing servers (with a new web master), and will have the advantages of a guest book (viewer counter) and CGI scripts for other services. In addition, CRLA can sell banner space judiciously to publishers and link to commercial sites that are CRLA related.
2. Consider appointing a web site overseer who can represent the Board in guiding the site webmaster who is appointed by the Board.
3. Consolidate the present Conference Center site ( a great site, by the way) with the proposed CRLA site. Close down the other site that is really not current. I am sure that Lucy will not mind.
4. When the new site is up, post announcements through listservs and paper publications with its URL and description of its contents.
5. Consider these elements as components of the CRLA site: =20
  1. Welcome by current officers w/links to their pics and short bios.
  2. CRLA FAQs: the internet way to give and get info quickly.
  3. Conference Center: all the news, online registration, of upcoming conference.
  4. History of WCRA/CRLA: very important as people are always interested in knowing about an organization. Not an easy task.
  5. SIGS: to a main page w/intro re SIGS and a list of SIGS that can be browsed.=20
  6. Publications: to a main page that has an intro and list of pubs: JCRL, NEWSLETTER, Monographs with each browsable to descriptions, etc. of the pub.
  7. CRLA Related Internet Sites. link to WI web site list and to LRNASST info on WI web site.
  8. CRLA State Chapters: most important section with its main page of 50 states arranged alphabetically. For each state , a set protocol that includes its history, state calendar of events related to learning assistance and developmental education, roster of officers w/ name, institution, address, tele, email, web site, if applicable; and finally a roster of institutions -colleges and universities -- in the state arranged alphabetically with CRLA contact, web site URL, etc.
  9. Image map with links to all university and college learning center web sites (WI had planned to do this but it may be more appropriate for CRL

Email me (flchris@primenet.com) if you need clarification on any of these suggestions. BTW, the site should be a cooperative venture with SIG officers, the CRLA archivist, etc. involved in the writing and maintenance  
.....Frank L Christ, Past President,

February 25, 1998

Salt Lake City, Utah

Attachment K, 1 Page

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To: CARPENTERK  
CC:  
Subj: RE: New CRLA Web Site

Message-ID: <01BD3E38.1BAAA1E0@ip-47-139.fhu.primenet.com>  
From: Frank Christ <flchris@primenet.com>  
To: "'carpenterk@platte.unk.edu'" <carpenterk@platte.unk.edu>  
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  9. Image map with links to all university and college learning center web sites. (WI had planned to do this but it may be more appropriate for CRL.

Email me (flchris@primenet.com) if you need clarification on any of these suggestions. BTW, the site should be a cooperative venture with SIG officers, the CRLA archivist, etc. involved in the writing and maintenance.....Frank L Christ, Past President,



- e. SIG breakfasts and no-host meetings will be held Thursday morning, November 5; no-host dinners will be Thursday night.

8. 1999 Conference. The 1999 conference will be held in New Orleans, LA. Susan Halter was appointed on-site chair. New Orleans will be the farthest east CRLA has ventured. Members will find that room rates will be higher than what CRLA members have paid in the past; however they are similar to what is being paid by members attending sister organizations' conferences.

9. Jan Norton was approved for a three-year appointment as the Conference Evaluation Chair.

10. Marilyn Broughton resigned as secretary due to personal reasons and the board appointed Lorraine Dreiblatt to fill the remainder of her term.

### **COLLEGE READING AND LEARNING ASSOCIATION'S STRATEGIC PLAN**

Below are the preliminary draft Mission Statement and draft goals developed by the board during its winter board meeting February 25-28, 1998, at the Salt Lake Hilton (downtown). Strategies for each of the goals were also developed. The Mission Statement, goals, and strategies will form the Strategic Plan for the Association and will be sent to all members before the annual conference and will be approved by the membership during the business meeting at the conference Saturday, November 7. Since this is a draft, feedback is respectfully requested and may be sent to any board member.

#### **Draft Mission Statement**

The mission of the College Reading and Learning Association (CRLA) is to provide a forum for the interchange of ideas, methods, and information to improve teaching, learning, and research in postsecondary educational environments.

As a dynamic community of professionals who provide learning improvement services, courses, and programs, we seek to give practical application to research and to promote the implementation of innovative strategies that enhance college teaching and student learning.

#### **Draft Goals**

The College Reading and Learning Association will:

1. Provide high quality professional development opportunities.
2. Foster inquiry on topics that influence student learning in postsecondary environments and disseminate findings to the educational community.
3. Promote the effective and ethical use of technology.
4. Cultivate a diverse membership.
5. Collaborate with other professional organizations in order to promote dialogue, political activism, research, and professional development.
6. Enhance the effective and efficient management of the Association.
7. Increase the visibility of Association projects, programs, and publications.

## INFORMATION FROM THE EXECUTIVE BOARD

The Executive Board of CRLA met for four days in Salt Lake City, site of the 31st annual national conference which will be held November 4-7, 1998, at the downtown Salt Lake City Hilton. For two days the board met to review CRLA actions and procedures. The other two days the board worked to develop a strategic plan which will be voted on by the membership during the fall conference. The board was led in the strategic planning process effort by Becky Johnen, a past CRLA president.

The board found the hotel in the middle of a 10 million dollar renovation. Conference attendees will find excellent small and large group meeting areas and pleasant rooms. The restaurants in the hotel will be renovated and a business service center will be available for those needing to check their email. Highlights of the board meeting include:

1. Executive Assistant to the Board. The board approved the establishment of a position titled Executive Assistant to the Board, an ex-officio member of the board. This position will help keep the board on a steady track, easing the transition between officers, and shouldering many duties which will lead to a smoother operation of the Association; this person will also operate an 800 number for the Association. The position will be advertised in the summer newsletter and will be filled during the fall conference.
2. Mailing Service. The board worked on selecting an outside agency (or individual) to maintain the CRLA database and serve as a mailing address. An ad appears in the spring newsletter, due out in March. Anyone who might be interested in this position or may know of someone who might be interested should contact Vince Orlando at 303-556-3057. A final decision should be made by June 1998.
3. Newsletter. The spring newsletter will be in members' hands by the end of March. Among other things will be information on the candidates for president-elect and treasurer, preliminary conference information, and a complete address listing of officers, committee chairs, etc. A preliminary master calendar will also be published.
4. Web Sites. The conference web site is beginning to post information on the Salt Lake Conference. Call for papers, preliminary schedule, membership application, hotel information, and Salt Lake information are all available at <http://clem.mscd.edu/~crla>. The Association's web site is becoming operational and can be reached at <http://www.dcc.edu/~crla>. Plans are being made to merge these sites eventually.
5. Kathy Carpenter will send all members a President's letter with current CRLA information.
6. Preliminary Association and Conference budgets were reviewed.
7. Mike O'Hear discussed his preparations for the conference. Highlights included:
  - a. John Gardner will give the keynote Thursday morning, November 5.
  - b. Pre-conference institutes will be held Wednesday, November 4, morning and afternoon; a few post-Conference institutes will be Saturday afternoon.
  - c. The Banquet will be moved to Friday night and the Awards Luncheon will be Saturday at noon, which will end the conference.
  - d. Newly appointed exhibits chair, Donna Wood, is working hard to assist Mike in organizing the publishers exhibit. The Grand Opening of the exhibit will be Thursday night, November 5; the Publishers' Breakfast is Friday morning, November 6. The exhibits will close Friday night. A LRNSST no-host dinner will be held Saturday night.

**CRLA Spring Board Meeting**  
Salt Lake City, Hilton Hotel

**AGENDA**

Wednesday - February 25, 1998

- 8:30 am    ✓ Acceptance of Agenda and approval of minutes  
9:00 am    ✓ Tour of Hotel  
10:00 am    ✓ Break  
10:15 am    Appointments, Updates and Reports
- ✓ 1. Mailing service  
              ✓ 2. 1999 conference site and on-site chair appointment  
              3. Position of CRLA Secretary  
              ✓ 4. CRLA/NADE Co-Sponsored conference report  
              ✓ 5. Evaluations Chair appointment  
              ✓ 6. Elections  
              ✓ 7. Political Action Chair  
              ✓ 8. ITCP Co-Chair (up in 1999) - Bidding on auditing  
              ✓ 9. By-Laws  
              ✓ 10. Past Officers group  
              ✓ 11. Long and Outstanding Award
- NOON        ✓ Lunch  
1:30 pm    ✓ Communications Task Force Report  
2:00 pm    ✓ Executive Assistant position  
3:00 pm    ✓ Membership report and membership cards  
3:30 pm    ✓ Break  
3:45 pm    Newsletter report Websites  
4:15 pm    Formation of list of "experts" on specific subjects/areas

✓ 5th Task Force



LAC Monograph

**CRLA Spring Board Meeting**  
Salt Lake City, Hilton Hotel

**AGENDA**

Thursday - February 26, 1998

8:30 am 1998-99 Budgets (operating and conference)

NOON Lunch

1:30 pm ~~Websites~~ *NEWSLETTER REPORT*

2:00 pm Display Boards

2:30 pm ACDEA (proposal for Professional Certification)

3:00 pm Break

3:15 pm Conference

1. Overview of conference schedule
2. Speakers, Guests, Institutes, etc.
3. On-Site Plans and Activities
4. Complementary conference registrations

*5. Registration*

*6. Conference Evaluation*

**CRLA Spring Board Meeting**  
Salt Lake City, Hilton Hotel

**AGENDA**

Friday - February 27, 1998

9:00 am - 5:00 pm      Strategic Planning

Saturday - February 28, 1998

9:00 am - 5:00 pm      Strategic Planning

## COLLEGE READING AND LEARNING ASSOCIATION

### BOARD MEETING Wednesday, February 25, 1998 Salt Lake City, Utah Minutes

Salt Lake City Hilton - Board Room

Members present: Kathy Carpenter, *President*; Michael O'Hear, *President-Elect*; Vince Orlando, *Past President*; Sylvia Mioduski, *Treasurer*; *Guest*; Rosalind Lee, *Membership Chair*.

The Board Meeting was called to order by President, Kathy Carpenter at 8:30 A.M.

#### 1. Agenda approval

**Vince moved that the agenda be accepted with minor alterations. Seconded by Sylvia. PASSED. (Attachment A)**

#### 2. No reading of minutes

The minutes of the January 23, 1998 conference call were unavailable.

#### 3. 1999 New Orleans Conference

A discussion of the 1999 Conference site and appointment of on-site chair followed. Specific facts about the New Orleans site were mentioned: The \$40 fee for each exhibitor, the high cost of hotel rooms, great job completed by Susan Brown and Susan Deese-Roberts in negotiating the contract.

**Vince moved that New Orleans be approved as the site for the 1999 conference. Mike seconded. PASSED.**

**Vince moved that Susan Halter be appointed on-site chair. Mike seconded. PASSED.**

**The dates for the conference will be November 3-7, 1999.**

#### 4. Proposed NADE co-sponsored symposium

Kathy reported that Don Garnett and David Arendale supported the idea of a co-sponsored event. Two choices were offered. The first, a technology conference to be held at Monterrey Bay College. The problem is that there would only be space for 50 people (25 from each organization). The Board considered that number too few. The second idea is for a symposium where there would be a selection of 3-hour meetings. It could be held at some

resort (like the Kananaskis Symposium) during the summer of 1999 or 2000. There was concern that the Monterrey alternative would be too expensive for the organizations. To be discussed next week by NADE Board.

Those present accompanied the hotel staff on a tour of the hotel from 9:15 am to 10:00 am.

5. *Mailing Service*

Rosalind presented job description (*Attachment B*). Vince presented bids to the Board (*Attachments C, D*) Although different, there is a sense that the mailing service cost will be between \$4,000 and \$5,000. The Board agreed that all bidders should submit a similar form for comparison.

6. *Positive comments*

Kathy read positive comments about Martha Maxwell, Peggy Keller and Donna Wood

7. *Houghton-Mifflin Institutes*

Kathy indicated that Houghton-Mifflin wants to put on an institute at the conference to show off the effectiveness of its products. It was decided that corporate sponsors could request to do institutes or sessions as long as these were labeled as sponsored by "x" company.

8. *Exhibits Chair*

Donna Wood submitted a job description (*Attachment E*) for the new position.

9. *Conference Evaluations Chair*

Jan Norton has agreed to be Evaluation Chair; Karen Agee will assist.

**Vince moved that Jan be named as Conference Evaluation Chair for a term running through the 1998-2000 conferences. Sylvia seconded. PASSED.**

10. *Ballot deadline change*

Because it is unlikely that ballots for officers this year can be distributed and counted by March 15, the deadline must be delayed

**Vince moved that March 31 be the date for receipt of ballots. Sylvia seconded. PASSED.**

11. *Political action chair*

Gail Platt has expressed interest in being the political action chair but because of the demands

of her job, it was decided to advertise one more time. If no one comes forward, the position should be dropped.

12. *ITCP coordinator*

Gladys Shaw ends her term as ITCP coordinator in 1999. (*Attachments F, G*) She has started turning duties over to Robin Melton and believes Robin should be named to succeed her. Robin wants the job. Vince stated a belief that we need to advertise the job to be fair. Kathy pointed out that there are two jobs (coordinator and assistant coordinator) open. There is a need to get new people applying. It was decided to put information about both jobs in the June Newsletter.

**Vince moved the positions be re-named ITCP Coordinator and ITCP Assistant Coordinator. Mike Seconded. PASSED.**

13. *By-laws*

Kathy contacted Denise about the by-laws. Since she has not received a copy, therefore is unable to work on them. It was decided to ask Karen Smith to send a copy to Denise.

14. *Past Officers Group*

The past officers group have been asked to choose a formal name, duties, and elect a chair in the near future.

15. *Awards*

The Board discussed awards. Of particular concern was the issue of who should nominate candidates for the Long and Outstanding Service Award. The intent is for candidates to be generated from the membership not the executive board. The members should submit nominations to the Scholarships Committee, which reports its recommendations to the Board who makes the final decisions. Sylvia requested the criteria for the awards to assist in identifying the recipients.

**The meeting was adjourned from 12:00 to 1:40 pm for lunch. Corrections were made to the Quick Reference List from 1:40 - 1:50. The meeting re-convened at 1:50 pm.**

16. *Standards Task Force*

Kathy indicated that Judith Olson-Fallon didn't seem willing to assume the duties of the chair by



herself. She suggested sending a letter to her expressing our appreciation for her work, disbanding the committee, and encouraging her to apply for other chair jobs as these become vacant.

**Vince moved to disband the Standards Task Force. Sylvia seconded. PASSED.**

17. *Communications Task Force*

*Item 1*

The Board discussed the Communications Task Force report (*Attachment H*) item by item.

*Item 2*

Kathy suggested sending an e-mail to Karen Smith reporting approval.

*Item 3*

Attendance at the meeting was poor..

*Item 4*

Reference to a more professional look was vague. Specifics on this item should be sent to the Board.

*Item 5*

A sign listing Board meeting times and welcoming members to come could be posted at the annual conference. Likewise, people could be told in pre-conference publications and the Newsletter that they are welcome to attend.

Sylvia suggested that the June Newsletter include a discussion of what has been followed. The Board will send a letter to Karen thanking the committee for its work.

18. *Executive Assistant Position*

Vince presented the description of the Executive Assistant's duties as a starting point for discussion. (*Attachment I*) It was decided that the job should be advertised to the membership. The qualification of being a past officer was removed from the description. After a lengthy discussion of qualification and responsibilities, Vince was asked to rewrite the job description to fit the Board's concerns.

**Vince moved that the position of Executive Assistant be created and advertised. Mike seconded. PASSED.**

**The Board took a break from 3:15 to 3:35 p.m.**

*19. Membership and membership cards.*

There was an extensive discussion of membership and membership cards. Rosalind's data base is now up and running. It was suggested that an article explaining the delay be printed in the Newsletter. Members joining since June haven't received information and publications yet.

Kathy brought up the matter of membership cards and whether these cards should be numbered to avoid confusion about whether someone is a member or not. If this is done, there will be fewer registration problems at the annual conference with people thinking they are members when they are not. It was decided to redesign the card so that the President will no longer be obliged to sign each.

*20. Web sites*

Vince reported on Web sites. Susan Halter is now making progress setting up the CRLA site. Kathy suggested that Susan used readily available information for some items; Newsletter headings and the list of officers could be scanned. She thought we should re-visit the Web situation in June. After a discussion of Web sites, recommendations by Frank Christ, (*Attachment J*). Vince was asked to contact him for clarification.

*21. List of CRLA experts*

Mike suggested that a list of CRLA experts who would respond to member queries or even do consulting or answer queries with programs be maintained. Various means of compiling such a list were discussed. It was decided to call such people resources, not experts. The list would be begun at the Salt Lake City conference and put on the Web site.

**The meeting was adjourned at 4:55 pm until Thursday morning.**  
Minutes were approved April 24, 1998.

## COLLEGE READING AND LEARNING ASSOCIATION

BOARD MEETING  
Wednesday, February 25, 1998  
Salt Lake City, Utah  
Summary of Minutes

Salt Lake City Hilton

Board Room

**Members present:** Kathy Carpenter, *President*; Michael O'Hear, *President-Elect*; Vince Orlando, *Past President*; Sylvia Mioduski, *Treasurer*;

**Members absent:** Lorraine Dreiblatt. Secretary

**Guest:** Rosalind Lee, *Membership Chair*.

The meeting was called to order at 8:30 am

**1. Agenda approved**

**2. No reading of minutes**

The minutes of the January 23, 1988 were unavailable.

**3. 1999 New Orleans Conference Discussion**

New Orleans was approved as the site for the 1999 conference and Susan Halter was appointed on-site chair. A forty dollar fee will be charged for each exhibitor. Susan Brown and Susan Desse-Roberts negotiated contract with hotel.

**4. Proposed NADE co-sponsored symposium**

Supported by Don Garnett and David Arendale with two choices offered: either a technology conference to be held at Monterrey Bay College or a choice of 3-hour meetings resort (like the Kananaskis Symposium) during the summer of 1999 or 2000. Both options to be discussed with NADE board next week.

**Those present accompanied the hotel staff on a tour of the hotel.**

**5. Mailing Service**

Rosalind presented job description. Vince presented two bids. It seems cost will be between \$4,000-5,000.

**6. Positive comments**

Kathy read positive comments about Martha Maxwell, Peggy Keller, and Donna Wood.

**7. Houghton-Mifflin Institutes**

It was decided to allow corporate sponsored institutes which will be labeled as sponsored by "x" company.

**8. Exhibits Chair**

Donna Wood submitted job description for new position.

**9. Conference Evaluations Chair**

- **The motion was passed to name Jan Norton as Conference Chair for a term running from 1998-2000.**

**10. Ballot deadline change**

Deadline for ballots extended.

- **Motion passed to extend date for receipt of ballots to March 31.**

**11. Political action chair**

Gail Platt expressed interest, but because of job demands it was decided to advertise again. If no interest, position should be dropped.

**12. ITCP coordinator**

Gladys Shaw ends term in 1999. Robin Melton has shown interest. Two jobs really exist which will be open and advertised in June Newsletter.

- **Motion passed to re-name positions to ITCP Coordinator and ITCP Assistant Coordinator.**

**13. By-laws**

By-laws will be sent to Denise McGinty Swan, By-laws Chair.

**14. Past Officers Group**

This group has been asked to choose a formal name, duties, and elect a chair.

**15. Awards**

Discussion ensued about the Long and Outstanding Service Award which should be generated from the membership not the executive board. Nominations should be submitted to the Scholarships Committee; final recommendations are made by Board.

**16. Standards Task Force**

- **Motion passed to disband the Standards Task Force.**

**17. Communications Task Force**

The Board discussed the Communications Task Force report item by item. Some of the highlights of the discussion were:

- Sending an e-mail of approval to Karen Smith.
- More professional look desired.

- Sign listing Board meeting times and welcoming members to attend could be posed at annual conference; also encouraging other members to attend in pre-conference publications and Newsletter.
- June Newsletter will include highlights of discussion.
- Thank you letter will be send to Karen.

#### **18. Executive Assistant Position**

Vince presented job description of executive assistant. Job will be advertised to membership. Vince was asked to rewrite description to fit Board's concerns.

- **Motion passed to create and advertise Executive Assistant position.**

#### **19. Membership and membership cards.**

An extensive discussion was held about membership and membership cards with the following highlights:

- Rosalind's data base now up and running.
- An article explaining delay will be printed in Newsletter.
- Members who joined since June have not received information or publications.
- It was decided to redesign card so that the President will not be obliged to sign.

#### **20. Web sites**

Vince reported on Web sites. Susan Halter is making progress with setting up CRLA site. Suggestions were made regarding content such as Newsletter headings and list of officers. Vince will contact Frank Christ about recommendations he suggested.

#### **21. List of CRLA experts**

Mike suggested a list be compiled of CRLA experts to respond to member queries, do consulting, or answer queries about programs. Means of compiling such a list, which will be initiated at the Salt Lake City conference, was discussed. It was decided to call such people resources not experts and display this list on the Web site.

**The meeting was adjourned at 4:55 pm.**

The minutes of this meeting were approved April 24, 1998.