

COLLEGE READING AND LEARNING ASSOCIATION

BOARD CONFERENCE CALL Thursday, September 4, 1997 SUMMARY OF MINUTES

Members on-line: Vincent Orlando, *President*; Kathy Carpenter, *President-Elect*; Sylvia Mioduski, *Treasurer*; Rosalind Lee, *Secretary*.

Member absent: Patricia Mulcahy-Ernt, *Past-President* (institutional commitment).

Guests on-line: Marilyn Broughton, *Incoming Secretary*; Mike O'Hear, *Incoming President-Elect* (late).

The meeting was called to order at 11:35 a.m. PDT.

1. **Agenda Approved**

The agenda with one addition and one revision was approved.

2. **Minutes Approved**

The minutes of the June 20, 1997 conference call were formally approved.

3. **Mailing Service**

Neighborhood Data & Mail is now managing the database and receiving CRLA mail. The address to use is **CRLA, 5500 East Pacific Place, Denver CO 80222-4826**. A letter will be sent to CRLA officers notifying them of the new address. Regular members will be informed via the *Newsletter* and at the conference. Requests for labels and membership questions will continue to be handled by a member of the executive. **It was moved that Filemaker Pro 3.1 be purchased.** This upgrade will enable the membership coordinator to read the backup diskettes forwarded by Neighborhood Data & Mail.

4. **Web Site**

Lucy MacDonald has updated the web site (www.chmek.or.cc.us/crla) which is CRLA's home page. There is the possibility that it will be transferred to Delgado Community College in New Orleans where Susan Halter can maintain the site. Vince continues to maintain the conference site (<http://www.mscd.edu/~crla>).

5. **Strategic Planning for CRLA**

Becky Johnen, Karen Smith, and Pat Mulcahy-Ernt drafted CRLA's proposed strategic plan. It includes a mission statement, six (6) major goals and strategies for attaining those goals. Board discussion on this was deferred until the Sacramento conference. The draft document will be presented to members at the Sacramento conference for feedback. The Spring 1998 board meeting may be extended and the extra time used to develop the strategic plan further. The final document may be ready to present to the membership by Fall 1998.

6. **Learning Center Monograph**

The board approved \$300 for Karen Smith to travel to Arizona to work on the monograph about establishing a learning center. Karen and Frank Christ are working together on the document begun by The Learning Assistance Center Task Force. A report which includes the budget, timeline and outline for the project will be presented to the Board in Sacramento in October.

7. Vacant Positions

The positions of Parliamentarian and SIG Coordinator will be advertised in the next issue of the *Newsletter*. Incumbents who have not served two terms and who wish to continue are encouraged to re-apply for their positions.

NB: After this meeting, it was learned that the position of By-Laws Chair will be open in October; this position will also be advertised.

An Exhibits Chair will be selected at the next conference call meeting of the board.

8. Site Selection

We have received bids from hotels in New Orleans for 1999 and 2000. The board suggested pursuing rates from large and mid-sized hotels near the French quarter for late fall 1999.

We need a show of interest from other regions to hold future conferences. In Sacramento, board members will encourage others to consider hosting a national conference.

9. 1997 Sacramento Conference

Sylvia will appoint as Associate Treasurers for the duration of the conference those recommended by Nancy Tooker. This allows the people handling conference registration money to be bonded for insurance purposes.

Conference cancellation insurance will not be purchased.

The board will meet several times before and throughout the conference (see schedule in Call to Conference). They will meet with hotel staff on Monday, October 20. In addition to the meetings, board members will also attend the Newcomers' Reception, all plenary sessions, the Grand Opening of Exhibits, the Awards Luncheon and the Banquet. The board will host the special speakers of the conference, Vincent Tinto and Walter Pauk, to the dinner cruise.

Kathy reported that conference plans are moving along well. In addition to the regular mailout, she also sent Calls to Conference to all learning centers, writing labs and reading departments in the colleges in California.

The program will include a time for alumni of the Kellogg Institute to meet.

Registrations are trickling in. Over 500 are expected.

10. Internal Revenue Service (IRS) Submission

An accountant from Beech, Fleischman & Co. of Phoenix, AZ is working with Sylvia to prepare CRLA's submission to the IRS. Copies of the final documents will be distributed in Sacramento. Sylvia has now purchased *Quickbooks*, the accounting software, which will streamline the work of the treasurer.

11. CRLA Representation

Vince will attend the Texas state conference October 8-10 where he will take part in a panel speaking about the future of developmental education. He will also swear in the new state officers.

Mike O'Hear will represent CRLA at the Midwest College Learning Centers Association (MCLCA) conference October 1-3.

There will be CRLA representation at the National Tutoring Association (NTA) conference in Boca Raton, FL April 26-28, 1998 and at the International Reading Association (IRA) conference in Orlando, FL which begins May 1.

12. JCRL Report

The Fall 1997 issue of the *Journal of College Reading and Learning* will include three articles and three case studies. October 6 is the targeted mailing date.

Members have given a great deal of positive feedback on the Spring 1997 issue.

13. Report from the States and Regions

Janice (Jann) Gardner is the incoming president of the Washington chapter.

Karen Lim is the incoming president of the California chapter.
Elizabeth (Betty) Ince is the new director for the northeast region: NY, NH, VT, CT, ME
and RI.
The position of State Director for Hawaii is vacant.

14. Next Conference Call

The next conference call will be Thursday, September 18 at 11:45 a.m. PDT. The main agenda item will be selection of recipients for the Board of Directors' Awards.

The meeting adjourned at 12:50 p.m. PDT.

The minutes of this meeting were approved September 18, 1997.

COLLEGE READING AND LEARNING ASSOCIATION

BOARD CONFERENCE CALL Thursday, September 4, 1997 MINUTES

Members on-line: Vincent Orlando, *President*; Kathy Carpenter, *President-Elect*; Sylvia Mioduski, *Treasurer*; Rosalind Lee, *Secretary*.

Member absent: Patricia Mulcahy-Ernt, *Past-President* (institutional commitment).

Guests on-line: Marilyn Broughton, *Incoming Secretary*; Mike O'Hear, *Incoming President-Elect* (late).

Vince called the meeting to order at 11:35 a.m. PDT.

1. Agenda

Attachment A

Item 3(d), Exhibits Chair, was moved to item 3(f), Vacancies.

Board Travel was added under New Business as item 4(e).

Sylvia moved the agenda with additions be approved. Kathy seconded. PASSED.

2. Minutes from June 20, 1997 meeting

Sylvia moved the minutes of the June 20, 1997 conference call be approved. Kathy seconded. PASSED.

3. Old Business

a) Mailing Service

Attachment B

The database has been transferred to Neighborhood Data and Mail (NDM) of Denver, CO. The company provides us with a permanent mailing address and it will manage the database. Requests for labels, membership lists, etc. will still be handled by a CRLA officer who will then direct them to the firm. Vince has composed a letter for all CRLA officers with this information.

Since Neighborhood Data & Mail uses Filemaker Pro 3.1 software, Rosalind recommended purchasing the upgrade. This would allow CRLA to be compatible with the diskette copies of the database provided by NDM.

Sylvia moved CRLA purchase the Filemaker Pro upgrade. Kathy seconded. PASSED.

Rosalind will order the upgrade.

b) Web Site

Lucy Macdonald has updated the web site which constitutes CRLA's home page. However, there are still problems with the accuracy of the information. It is critical that the site be accurate and current. Vince will see if others are interested in maintaining the web site. Vince and Kathy will work with Lucy to look for someone willing to carry on the work.

c) Strategic Planning for CRLA

Attachments C, D

Becky Johnen, Karen Smith and Patricia Mulcahy-Ernt met in Pennsylvania in July to work on a draft for CRLA's strategic plan. Since the documents were not received by all board members in time for discussion at this meeting, we will each give Vince feedback on the draft plan and proposed goals after we receive them. He will then forward our observations and comments to Pat.

The membership will be asked for feedback on the proposed plan during a concurrent session and during a plenary session in Sacramento.

It was suggested the 1998 spring board meeting in Salt Lake City be extended so time could be spent working on the next stage of developing the strategic plan.

We are optimistic that a final document can be presented to the membership by fall 1998.

d) Exhibits Chair

See item 3(f).

Mike O'Hear joined the conference call at 11:53 a.m.

e) Learning Center Monograph

Karen Smith and Frank Christ are working to produce the monograph on establishing learning centers. This continues the work done by The Learning Assistance Center Task Force. Karen has requested \$300 for airfare in order that she and Frank can work on site together.

It was noted that this is an unforeseen expenditure and, though the board supports this work, we have no indication of the cost or time involved. We also do not have an anticipated completion date.

Kathy moved that \$300 be approved for Karen's airfare and a report which includes the budget, timeline and outline for the project be presented to the board in Sacramento. Sylvia seconded. PASSED.

f) Vacant Positions

Parliamentarian

Carmen Springer-Davis' term as Parliamentarian concludes this year. The position will be advertised in the *Newsletter*. We encourage Carmen to apply for a second term.

SIG Leader

This position will be advertised in the *Newsletter*.

Exhibits Chair

The Board will review the applications and select an Exhibits Chair at the next conference call.

g) Site Selection

Attachment E

Susan Halter has received bids from hotels in New Orleans for mid-September 1999 and for late September to early November 2000. The board suggested obtaining rates for later dates in the fall of 1999, specifically for doubles, triples and quads from large and mid-size hotels near the French Quarter. Vince will discuss this with Susan.

There are no other proposals for potential conference sites. Vince suggested working the conference crowd in Sacramento for other possibilities.

4. New Business

a) Associate Treasurers for Conference

Sylvia will consult Nancy Tooker to determine who should be deemed associate treasurers for insurance purposes during the conference. These individuals would be responsible for handling registration payments.

Kathy moved that Sylvia appoint as Associate Treasurers those recommended by Nancy Tooker. These people will be bonded during the Sacramento conference only. Sylvia seconded. PASSED.

Sylvia will inform us of the names of these individuals.

b) Conference Insurance

This will not be purchased.

c) Board meetings in Sacramento

This item was discussed after 4 (d), IRS.

d) Internal Revenue Service (IRS)

Sylvia is working with David Cohen of Beech, Fleischman & Co. of Phoenix, AZ to prepare CRLA's submission to the IRS as an income tax exempt organization.

He is also helping her set up *Quickbooks*, the accounting software. The reports, invoices, etc. it generates will save CRLA time and money.

Their next meeting is on September 25, allowing time for the final IRS documents to be prepared and distributed to the board at the conference.

c) Board Meetings in Sacramento

Kathy confirmed that the meeting scheduled for Sunday, Oct. 26 will be a full 3 hours (9-12).

Vince listed the meetings and events Board members will be attending:

	MONDAY
9-5	Board meeting
	TUESDAY
9-5	Board meeting
	WEDNESDAY
9-12	Leadership Workshop
12-1:15	Leadership Luncheon
6-9	Sunset Cruise and Dinner
	THURSDAY
9-10:30	First General Session
5:15-6:30	Newcomers' Reception
	FRIDAY
7-8:30	Past Board Members' Breakfast
8:30-10	Grand Opening of Exhibits
11:15-1:15	Second General Session and Awards Luncheon
4-6	Board Meeting
	SATURDAY
8:30-9:20	Plenary sessions
9:30-10:30	Third General Session
3-4:30	Board meeting
5:30-10	Cocktail Hour and Banquet
	SUNDAY
9-12	Board meeting

(whew!)

The board discussed reimbursements to clarify for Marilyn and Mike which charges will be reimbursed to them as incoming board members.

The Board is hosting the special speakers of the conference to the dinner cruise on Wednesday evening. Sylvia will look into paying directly for this event on behalf of the board members and speakers rather than having them go through the usual reimbursement process.

*e) Board Travel
Texas*

Vince will attend the Texas state conference October 8-10. He will be speaking about the future of developmental education on a panel which includes Don Garnett. Vince will also swear in the new state officers at the luncheon.

*Midwest College Learning Centers
Association*

Mike O'Hear will represent CRLA at the MCLCA conference in Chicago October 1, 2 and 3.

National Tutoring Association

Gladys Shaw recommended CRLA send a representative to the NTA conference in Boca Raton, FL April 26-28, 1998. Kathy suggested this person give a presentation and host a CRLA display table. Since there will probably be several CRLA members attending this conference, Vince will ask Gladys whom she suggests for a representative.

*International Reading Association
(IRA)*

Kathy noted the IRA conference begins May 1, 1998 in Orlando, FL. Sam Noble is organizing a panel presentation for this conference on behalf of CRLA.

5. Updates

a) Conference Portfolio

Vince continues to work on the portfolio which helps presidents-elect plan the annual conference. He will finish this by the end of September and send a copy both to Mike and Kathy.

b) Sacramento Update

Kathy reported that the conference planning is going along well. She reminded board members that all items for the conference program MUST be in her hands by September 10.

The program will include a "Kellogg Korner." This meeting time for Kellogg alumni will be held at the conclusion of the Newcomers' Reception.

Registrations are beginning to trickle in. Kathy is optimistic about the number of people who will attend. We are expecting over 500.

To increase CRLA's visibility, Kathy has blanketed all the learning centers, writing centers and reading departments of the colleges in California with copies of the Call to Conference.

She will send Vince and Sylvia multiple copies of the Call. She has already sent Rosalind multiple copies.

c) Committee Reports

The board will receive these in Sacramento.

d) JCRL Report

Attachments F, G

The fall issue of the *JCRL* will include three articles and three case studies. October 6 is the targeted mailing date.

Jim reported some of the comments he received regarding the Spring 1997 issue.

The Board commended Jim on the excellent work he is doing as editor. We have been receiving a great deal of positive feedback from the members.

e) States and Regions Report

Attachment H

Washington Chapter

Janice (Jann) Gardner is the incoming president of the Washington chapter.

California Chapter

Karen Lim is the incoming president of the California chapter.

Northeast Region

Elizabeth (Betty) Ince is the new director for this region. The states in this region are NY, NH, VT, CT, ME and RI.

Hawaii

Marion Von is no longer state director for Hawaii. The position is currently vacant.

f) SIGs

Vince reported that Pat Jonason and Patti Dozen are collaborating in preparing the various SIG activities for the Sacramento conference.

6. Other

Sacramento, here we come!

The first board meeting will be held Monday, Oct. 20 at 9:00 a.m. in the Sun Room of the Arden Wing on the main floor of the conference hotel. We will begin by meeting the hotel staff. Kathy and Vince will have met with them earlier to go over arrangements and logistics for the week.

Marilyn and Mike left the conference call at 12:41 p.m.

Awards

Vince reminded us of the Board of Directors' Awards which will be given during the conference. We will select the recipients at the next conference call.

7. Next Conference Call

The next conference call will be Thursday, September 18 at 11:45 a.m. PDT.

Agenda items will be selection of award recipients and Exhibits Chair. It promises to be brief but EXCITING!!

Kathy moved adjournment of the meeting at 12:50 p.m. PDT. Sylvia seconded.

These minutes were approved September 18, 1997.

COLLEGE READING AND LEARNING ASSOCIATION
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BOARD CONFERENCE CALL
Thursday, September 4, 1997

List of Attachments to the Minutes

- A. Agenda
- B. Letter from Vince to CRLA officers regarding new address and mailing service
- C. Update on work done on CRLA's Strategic Plan and recommendations for follow-up
- D. Draft of CRLA's Strategic Plan
- E. Informal preliminary bids from New Orleans hotels
- F. *Journal of College Reading and Learning*
 - i) Editor's Report, September 1997
 - ii) Report on Fall 1997 issue
- G. Email message from Vince to Jim Bell
- H. Memo from Pat Mulcahy-Ernt re: State Directors and Sacramento Leadership Workshop

Other:

- I. Message to Frank Christ and Karen Smith re: continuing the work on the monograph about establishing learning centers
- J. New email address for JCRL
jcrl@unbc.edu

From orlandov@mscd.edu Wed Sep 3 15:12:46 1997
Date: Wed, 03 Sep 1997 14:29:53 -0600 (MDT)
From: vince orlando <orlandov@mscd.edu>
To: rosalind@Kwantlen.BC.CA, mioduski@ccit.arizona.edu,
carpenterk@platte.unk.edu, mulcahyp@cse.bridgeport.edu
Subject: Letter To Officerrrs

This is going out with the quick reference list. FYI.

v

September 2, 1997

Dear CRLA Colleague:

Attached you will find a copy of CRLA's quick reference list. If I need to make any changes in your address please let me know as soon as possible. I'll be forwarding these changes to Kathy Carpenter when she becomes president.

I want to tell you about CRLA's new address and mailing service. The new address is:

CRLA
5500 East Pacific Place
Denver, CO 80222-4826.

At present no central phone number has been established. In the future all membership questions and concerns should be directed to this address. This address will also serve as a central mailing address; if members or colleagues need to contact CRLA, and they don't have a direct phone number or address, this is a source for them to use. Of course, corresponding directly to an officer will always be the most efficient method of reaching that person, but the central mailing address may be used if no other information is available.

As for mailing labels, when you receive them you will notice that they will arrive from the above address; the company name is Neighbor Data and Mail. However, when requesting mailing labels you should do so by ordering them through the CRLA secretary --Rosalind Lee until conference time and Marilyn Broughton after the conference -- or the treasurer, Sylvia Mioduski.

This is a new service and we all should be diligent in monitoring its effectiveness. Direct any concerns about the quality of service to any board member.

I'm looking forward to seeing you in Sacramento.

Sincerely,

Vincent P. Orlando
CRLA President



CRLA Board Meeting
Conference Call
SEPTEMBER 4, 1997
Attachment C
1 page

READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

To: Vincent Orlando, CRLA President
Kathy Carpenter, CRLA President-Elect
Rosalind Lee, Secretary
Sylvia Mioduski, Treasurer

From: Patricia Mulcahy-Ernt, Past President

Date: September 2, 1997

Re: Strategic Planning

To give you an update on the work on the CRLA Strategic Plan that Becky Johnen, Karen Smith, and I are completing, I'm sending you a copy of the Introduction, Mission, Values, and Goals that we revised during our highly productive meeting at Becky's Pennsylvania home July 20-22, 1997. Each of us are still polishing two sections of the rough draft we wrote for the Strategies (based on the Goals) and plan to have this additional section ready for our conference presentation.

During the September CRLA Conference Call, please note that work on the Strategic Plan is moving forward. Our team would like to inform the Board of this work so far; if you have any reservations about the general direction of this document, we would appreciate your feedback as soon as possible prior to the completion of the Strategies section. We are working on establishing a working draft document that we expect will be fine-tuned after the conference.

At this point of the Strategic Planning Process, I am recommending the following:

- a) Board members should provide any comments to me by September 12.
- b) During the Leadership Workshop, State Directors and SIG Leaders will be informed of the work on the Strategic Plan, provided a copy of the draft, and invited to return their comments to Karen, Becky, or members of the Executive Board.
- c) When Becky, Karen, and I present the draft document during our scheduled session at the conference, we will invite feedback from members who attend this session.
- d) From my conversations with Vince, I understand that he would like to use the draft document for the plenary session. After discussion of the draft document during this session, he should collect comments from members.
- e) At the CRLA Board Meetings in Sacramento a new Strategic Planning Team be established with appropriate timelines and activities. All feedback about the draft should be channelled to the new Strategic Planning Team Chair so that the draft document can be revised.
- f) All Committee Chairs should review the draft document and provide feedback; when possible, committee members should review the document.
- g) By the 1998 Annual Conference the Strategic Plan should be completed and disseminated to the membership.

Thanks for your input.

cc: Becky Johnen
Karen Smith

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CRLA Board Meeting
Conference Call
SEPTEMBER 4, 1997
Attachment D
8 pages

College Reading and Learning Association
Strategic Plan
Draft Document
July 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, strategies, action plans and timelines.

MISSION STATEMENT

The mission of the College Reading and Learning Association 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.

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 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.

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.

create groups / task force groups / exploratory groups
monographs / journal
newsletter feature on aspect of how learners learn

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.

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CRLA 1997 Strategic Plan

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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, 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.

GOALS AND STRATEGIES

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 for GOAL 1

speakers, research and strategy papers, institutes, symposium, state and regional conferences/meetings, journal, newsletter, special interest groups and their activities, linkage with national research conference, scholarship, informative about the organization's activities and research in reading, developmental education, learning assistance, and tutorial services.

An 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.

Regional conferences will serve as a vehicle for membership on the local level for professional development.

Dissemination of information on the CASS Standards for guidelines on program standards.

Develop and disseminate guidelines for curriculum development and processing skills for college developmental reading, writing, mathematics and relevant study skill areas (IRA, NCTE, NCTM).

NOTE: Pat is drafting strategies for this goal

For the CRLA Strategic Plan

GOAL 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.**

STRATEGIES for GOAL 2

- 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.
- Members will be encouraged to initiate new SIGs that are relevant to the fields represented by CRLA.
- Task Force groups will, from time to time, be appointed by the Board of Directors 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...]
- CRLA will investigate the feasibility of publishing monographs, which may be the logical development 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 'white' 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 Board of Directors will focus on expanding The CRLA Award for Distinguished Research will be expanded, with one award presented for publication of original research relevant in the fields of the membership and one award presented for outstanding publication of theoretical positions.
- The 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 Board of Directors will explore the need for and potential use of dedicated listserves to focus on specific areas of learning issues.
- The Board of Directors will continue in its efforts to place the *Journal of College Reading and Learning* in college and university libraries.

For the CRLA Strategic Plan (continued)

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 FOR GOAL 3

- The 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 email address.
- The Board of Directors will foster support for the use of email as a means of communication within organization groups; i.e., SIGs, task force groups, state and regional organizations, committees, etc.
- The Board of Directors will encourage the investigation of the internet as a teaching tool and the implications this development will have on the provision of services provided by members in their organizations.
- Members will be encouraged to explore new methods and procedures for providing website learners with assistance, through research and exploration, SIG development, conference presentations, etc.
- Conference Institutes will be supported with focus on all aspects of the use of technology and learning.
- Implications of MOOs will be investigated by the members and supported by the Board of Directors.
- Videoconferencing will be explored as a means of hosting distance conversations regarding any topic relevant to the membership.
- The Board of Directors will support the development of a list of resources, people, and sites where emerging technologies are in use, for the purpose of encouraging members to educate themselves with regard to learning about new technological developments.

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CRLA 1997 Strategic Plan

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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 FOR GOAL 4.

- * Annually, the Board of Directors will establish an overall membership goal and state/regional membership goals for CRLA.
- * By November 1998, a marketing and recruitment plan will be developed for CRLA; 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.
- * By November 1998, a recruitment packet will be developed and 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.
- * By October 1999, an "each one recruit one" recruitment campaign will be developed.
- * By November 1998, 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.
- * By November 1998, ways to strengthen 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 Association in identifying underrepresented groups and will assist with the development of strategies to recruit members from underrepresented groups.
- * Beginning with the 1999-2000 "Association year," institute a mentorship program designed to promote participation of new people in CRLA.
- * By November 1998, establish the practice of sending a special mailing to those with one or two- year lapsed membership.

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CRLA 1997 Strategic Plan

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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 FOR GOAL 5

- * CRLA will support the efforts of the Council of ?? (whatever the title is for the coalition of like-minded associations) and will regularly send an executive Board member to all meetings. CRLA will host a Council meeting at each annual conference.
- * Maintain current collaborative agreements attained through the Professional Association Liaison (PAL) Committee and Executive Board actions.
- * Through the PAL Committee, annually establish at least two new agreements with organizations.
- * 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 PAL who normally attend the annual conference of the group with whom they liaison will, in addition to displaying CRLA information and promoting the Association, meet with leaders of the organization and will report the outcome of this meeting to CRLA.
- * By November 1998, establish a plan for CRLA to co-sponsor regional conferences and meetings with other professional organizations.
- * On a periodic basis, conduct joint conferences/symposiums/seminars at the state, regional, and national level with organizations of similar interests.
- * By November 1998, establish a political liaison network.
- * On a periodic basis, disseminate information concerning policy issues and pending legislation to all members and collaborating organizations.
- * Beginning in 1999, provide a training program for Association members and leaders concerning political advocacy.
- * On a regular basis, share information related to the Association's efforts with policy makers at the state and national level.
- * Serve as an information resource (by conducting research, giving testimony, and drafting legislative language) for policy makers at the state and national levels.

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CRLA 1997 Strategic Plan

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GOAL 6. The College Reading and Learning Association will be a responsibly, effectively and efficiently managed organization.

STRATEGIES FOR GOAL 6***leadership**

- ~~by the board~~ follow the by-laws
- accountable and responsive to membership
- increased involvement of past bd. members/
- informally assess and survey membership-memb resource form
- add to newsletter a bd. highlight section/
- follow the crla const. and bylaws/execute job tasks as outlined in job descriptions/transition assistance for new bd-review job description
- clear and consistent guidance for newsletter and journal editor
- standing committees, SIGS, state/regional directors and presidents, Task Forces & Ad Hoc groups.
- All members within the organization will be encouraged to serve throughout the organization, committee chairs to be appointed by the president, committee members to be selected by the chair and approved by the board.
- Leadership training for those on the local and national levels will be provided.
- Those who volunteer for leadership roles will have reasonable workloads, clear definitions of their jobs, and clearly articulated length of duties.
- Tutor certification -promotion of the certification process
- regular updating of the requirements of the certification process, guaranteeing that the latest research in tutoring strategies and program management are part of the guidelines

***planning**

- review and update the CRLA Strategic Plan /
- standardize the format for committee and organizational Annual Reports /
- disseminate at conference and use them for analyzing future actions /

***conference management**

1. strengthen the planning of teh conference - two planning kits will be developed and updated on an annual basis
2. keep the organization on the cutting edge - the conference speakers will reflect issues of the day and/or topics that challenge our field
 - following guidelines / update and revise conference planning kit (2)
 - adhere to well planned timelines
 - manage budget and expenses responsibly
 - establish committees & monitor progress /
 - how learners learn is reflected in the conference planning /
 - selection of keynote speakers and themes is relevant and current with key issues in the field
 - will be designed following established guidelines and having speakers reflect themes and issues of concern and representative of new movements in the field.

***publications**

- develop a publications plan, to coordinate publications and the message included therein, including an annual review of purpose and delivery
- publications, such as journals and newsletters, will be punctual, professional in content and format
- journal-ideas, research, what has happened, is happening and likely trends for what will occur (theory,
 - monograph series -devoted to special topics
 - newsletter -focus on what has happened and is happening, as well as activities planned

SEP-03-1997 07:13

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CRLA 1997 Strategic Plan

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- advertising CRLA publications
- create a publishing arm for the field

*member resources

- reliable, centralized membership database, including offices held, committees, special appts.
- use membership database in effective ways
- initiate and use the Membership Resource Form on an annual basis to identify member's interests

In working with organization

- diversify committee membership
- (operational) send membership form to past board members (lifetime) so that they can update their membership information

*fiscal

- organization will operate with a balanced budget every year
- investigate means of increasing revenue in order to support new initiatives
- guarantee that the expenditure of the organization's assets are for the membership's benefits
- (operational) any member of the organization in a leadership role with fiscal responsibilities must be held accountable for a formal report and accounting of the expenditures and the benefits.

*communications

- dissemination/summaries sent to state ldrs, PALS, SIGS, committee chair/send to past board members also/ put also in newsletter/ invitation to members to attend conference bd. mtgs/highlights of bd decisions
- investigate and support technological communications, including the use of a web site, list serve, e-mail communications among Board Members, State and Regional Directors, SIG Leaders, and the general membership / committed to ongoing regional and national dialogue about membership concerns and needs.
- The ideas and quality of printed communications will strive to be of high quality
- expand upon the directory of leaders/committees/Task Forces published in the newsletter by including committee members' names.
- the president should be an active participant on the LRNASST listserve
- Communications Task Force strengthen communication across-between - promote ongoing dialogue between chairs.

NOTE: Pat is drafting strategies for goal 6.

CRLA Board Meeting
Conference Call
SEPTEMBER 4, 1997
Attachment E
1 page

"Sue Brown" <subrown@nmsu.edu>
"Vincent Orlando" <orlandov@mscd.edu>

From: shalte@pop3.dcc.edu
Subject: New Orleans bids summary
Date: Tuesday, August 26, 1997 10:02:27 MDT
Attach:
Priority: N
Priority: Normal
Refer until:
Expires:
Forwarded by:

sent the bids and brochures (and one videotape) to Sue's office address today--via UPS 2 day delivery.

We got five bids, three of which are ones I suggest we consider. September 2-19, 1999 seems to be the most popular date, with singles costing about \$150-160 for that year. We got two similar bids for the year 2000, with three dates: weeks starting 9/20, 10/3, and 11/8. The Hyatt has blocked out four-day periods instead of 7, but that's not a big deal. The Hyatt had set aside 5 sets of dates, and has asked that we specify which two or three sets we really want them to hold, ASAP.

The Marriott never responded in writing, I just realized, but they seemed most anxious to bid. Salespeople sound like that, I guess! If I hear from them, Sue, I'll fax what they send--and snail-mail any brochures.

Hope something turns up to look good. I can e-mail more specific info if either of you wants to see it, or, Sue, you can see the stuff I sent, then let Vince know what we're looking at.

Please let me know what I can do next!

Thanks!

Susan

Susan Halter
shalte@pop3.dcc.edu
<http://www.dcc.edu/~shalte>

Professor of English
Delgado Community College
New Orleans, LA

From jcr1@unbc.edu Mon Aug 25 13:14:22 1997
Date: Fri, 15 Aug 1997 21:56:32 -0700 (PDT)
From: Journal of College Reading and Learning <jcr1@unbc.edu>
To: Executive Board <carpenterk@platte.unk.edu>, mbroughton@JUNO.com,
mioduski@ccit.arizona.edu, mulcahyp@cse.bridgeport.edu,
ohear@smtplink.ipfw.indiana.edu, orlandov@mscd.edu,
rosalind@Kwantlen.BC.CA
Cc: Editorial Advisory Board <76265.2466@compuserve.com>, agee@uni.edu,
baril@quinnipiac.edu, cjs@navvax.ucc.nau.edu,
harringt@fa-cpacs.unomaha.edu, jcr1@unbc.edu, jnhopper@uci.edu,
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uptonta@uwec.edu, Specialist Reviewers <cfhh@eiu.edu>,
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jhylton@mailbox.une.edu, karen.kovach@ualberta.ca,
ronelson@rci.Rutgers.EDU
Subject: Editor's Report for September

Please accept the following report at your September meeting of the Executive Board.

Editor s Report
September 1997
Journal of College Reading and Learning

The Spring 1997 issue received the following comments.

-- I have to admit I stopped thinking [about what I was working on] and read the journal--it was fascinating and demonstrated a unique understanding of college reading and learning. I m impressed.

Ruth J. Fink

-- I got copies of the Journal today. It looks like you did a really good job with it.

Mike O Hear

-- Cover looks great. I ll read the articles and give you a report.

Vince Orlando

-- I received a copy of the journal where our article appeared. I have to say that, under your editorship, the journal layout looks very professional--error free, very easy to read with the font and size. I also like the additional feature--a case study. Most of all, it felt good to see our names (authors) right above the title. Congratulations on a very fine job.

Sylvia Taube

-- It is a great pleasure to see [my] article and the new issue of JCRL. It looks really good. Good print size. Nice layout. A very inviting journal to read.

Nancy Wood

-- The latest issue of the JCRL arrived last night, and it looks smashing--the author/title format with abstract; the clear print, especially headings, the layout of the beginning pages, the tables

It was a joy to read. The quality of the articles, the little abstracts at the beginning, the list of reviewers and even authors words of appreciation to reviewers, the new case study with responses--you ve done so much to improve the Journal. Living the Dream was tweaked into shape, and the fascinating case study was followed by contradictory responses representing such disparate points of view. That s a wonderful addition to the Journal. There are some typos, and there are a few places

where British style [spelling] slipped in. Those are just details, though. The new Journal is a tremendous improvement.

Karen Agee

-- Just wanted you to know that I just got the 1997 Spring JCRL and am delighted with the articles. Great issue!

Martha Maxwell

-- I just received a copy of the journal. Congratulations! It looks great. I have not read the articles but the titles intrigue, and I love the idea of a case study to which professionals respond.

Karen Quinn

-- We received Vol. 27, No. 3, Spring 1997 issue of JCRL and have declared it the best yet--format and readability is superior. Keep it up. Encourage hands on, use the very next hour, topics. I m not just casually saying it s the best ever, it is the best ever! Keep the format. Good job.

Karl Olsen

-- I really think it is great. It seems to be a mix of heavy hitter type articles with some appealing to the masses. That s what I like to see.

Helen Baril

-- I just wanted to take a minute to tell you how great I think the latest issue of JCRL looks both in terms of content and format. You ve done a great job! Susan Deese-Roberts

-- You re doing so well with the JCRL--and I m a harsh critic on that one. Jo-Ann Mullen

-- I scanned with interest the first issue of the Journal of College Reading and Learning under your editorship. I know from personal experience how onerous the responsibilities of being an editor can be. Therefore I extend to you both my congratulations on your first edition, and my sympathies for the work ahead as you edit future issues.

Charles J. Jago

Submitted to the Executive Board, CRLA, by James H. Bell, Editor

From jcrl@unbc.ca Wed Sep 3 15:10:35 1997
Date: Tue, 2 Sep 1997 16:06:35 -0700 (PDT)
From: Journal of College Reading and L <jcrl@unbc.ca>
To: Editorial Advisory Board <76265.2466@compuserve.com>, agee@uni.edu,
baril@quinnipiac.edu, cjs@nauvax.ucc.nau.edu,
harringt@fa-cpacs.unomaha.edu, jcrl@unbc.ca, jnhopper@uci.edu,
joan@sdsc.uwo.ca, kgs@rci.Rutgers.EDU, lucy@chemek.cc.or.us,
uptonta@uwec.edu
Cc: Executive Board <carpenterk@platte.unk.edu>, mbroughton@JUNO.com,
mioduski@ccit.arizona.edu, mulcahyp@cse.bridgeport.edu,
ohear@smtplink.ipfw.indiana.edu, orlandov@mscd.edu,
rosalind@Kwantlen.BC.CA
Subject: Fall Issue

As you may remember, JCRL attempted to make the Fall 1997 issue a special anniversary issue featuring case studies. This excellent idea put us at the mercy of chance: Who would decide to write case studies on what subjects and of what quality? As it turned out, we received four interesting and well-written case studies. Three of those will appear in the Fall issue (the fourth one did not receive two responses by the deadline, so we'll hold it until spring). Thus the issue will have three articles and three cases, a pleasing balance.

Self Assessment and the Reflective Reader
Laura B. Soldner

Critical Thinking Assessment of College Students
Anthony J. Aretz, M. Todd Bolen, and Kimberly E. Devereux

Using Electronic Peer Audience Journals and Summary Writing with ESL Students
Jan Strever and Kathryn Newman

Case
What To Do With Developmental Education
Carol W. Dochen and Russell B. Hodges

Responses
What To Do At Evans, Or Dr. Browne's Conundrum
William G. White, Jr.
Developing Options, Designing Change
Under Revision

Case
Achievement Difficulties for the Academically Gifted
Robert R. Nelson

Responses
Helping Students Get Off Probation and On With Their Education
Under Revision
Instructional Options for Underachieving Students
Under Revision

Case
It s All Your Fault!
Pamela Leone and Jaime Hylton

Responses

The Educational Challenge of Multiple Disabilities in the Postsecondary Setting

Ruth J. Fink

Ron versus Boothby: A Case of Confusion and Missing Documentation
Under Revision

The first half of the Fall issue has been sent to the desktop publisher. Revisions are due by this Friday. Our target date for distribution is October 6.

Cheers,
Jim Bell
Editor, JCRL

SEPTEMBER 4, 1997

Attachment 6

1 page

From orlandov@mscd.edu Mon Sep 22 16:19:29 1997
Date: Thu, 04 Sep 1997 10:53:34 -0600 (MDT)
From: vince orlando <orlandov@mscd.edu>
To: jcrl@unbc.ca
Cc: rosalind@Kwantlen.BC.CA, mioduski@ccit.arizona.edu,
carpenterk@platte.unk.edu, mulcahyp@cse.bridgeport.edu
Subject: re: Fall Issue

Just wanted to let you know that I continue to get positive feedback on your first Journal. I also like the mix of articles and case studies for the next issue. If we can get it to members before the conference it would be great.

Thanks for all your excellent work.

vince



**College
Reading &
Learning
Association**

CRLA Board Meeting
Conference Call
SEPTEMBER 4, 1997
Attachment #
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READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

To: Vincent Orlando, CRLA President
Kathy Carpenter, CRLA President-Elect
Rosalind Lee, Secretary
Sylvia Mioduski, Treasurer

From: Patricia Mulcahy-Ernt, Past President

Date: September 2, 1997

Re: State Directors' Notes

The following are informational items for the CRLA Conference Call:

State Directors

- 1) The new Northeast Regional Director is:
ELIZABETH J INCE
US MILITARY ACADEMY
6313 WASHINGTON HALL - CEP BLDG 745A
WEST POINT, NY 10996
- 2) The in-coming Washington State Director is:
JANICE GARDNER
PENISULA COLLEGE
1502 E. LAURIDSEN BLVD.
PORT ANGELES, WA 98362
- 3) The in-coming California State Director is:
KAREN LIM
SAN DIEGO CITY COLLEGE
1313 TWELFTH AVENUE
SAN DIEGO, CA 92101
- 4) There is a vacancy for the Hawaii State Director position.
(If you have any recommendations, please let me know.)
- 5) JoLynne Richter is the State Director for Arizona. At the present time she is living in Colorado due to a devastating illness. After an extensive phone conversation with her, the outcome was that she would like to serve as the State Director for Arizona for one more year but is looking for someone in Arizona to help her. Sylvia noted she might be able to find someone to temporarily help. JoLynne will need CRLA monies for postage since she is no longer working at a college; she would also like to host a spring meeting. At the state meeting at the annual conference members will discuss potential state meeting topics.

Leadership Workshop & Luncheon

I have asked State Directors to RSVP to me about their attendance at the luncheon and workshop. The invitation and agenda for the workshop are attached.

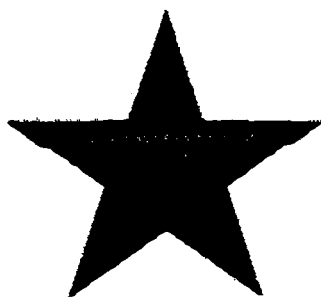


READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

To: Vincent Orlando, Pat Jonason, Patti Dozen
 From: Pat Mulcahy-Ernt
 Date: August 13, 1997
 Re: Leadership Workshop, CRLA Conference

Since the fall semester will begin in just a few weeks, I'm getting a jump start in our plans for the Leadership Workshop and Luncheon scheduled for Wednesday, October 22 from 9:00 am to 1 pm at the CRLA Annual Conference in Sacramento. Here is a suggested schedule for us:

Time	Activity	Workshop Presenter(s)
9:00 - 9:15 am	Welcome	Vincent Orlando, Pat Mulcahy-Ernt, Pat Jonason, Patti Dozen
<i>(All State Directors and SIG Leaders meet together from 9:00 - 9:15 am.)</i>		
9:15 - 9:30 am	SIG Introductions	Pat Jonason, Patti Dozen
	State Directors' Introductions	Vince Orlando, Pat Mulcahy-Ernt
<i>(State Directors & SIG Leaders move to designated rooms at 9:15 am and remain with their groups until 11:15 am.)</i>		
9:30 - 10:15 am	Communications Workshop for SIG Leaders	Pat Mulcahy-Ernt
9:30 - 10:15 am	Membership Recruitment & Conference Planning Workshop for State Directors	Vince Orlando
10:15 - 10:30 am	Break	
10:30 - 11:15 am	Communications Workshop for State Directors	Pat Mulcahy-Ernt
10:30 - 11:15 am	SIG Leaders Workshop	Pat Jonason, Patti Dozen
11:15 - 11:45 am	Budget Planning and Reimbursements	Sylvia Mioduski, Vince Orlando
<i>(State Directors and SIG Leaders reconvene as a large group at 11:15 am and remain together until the end of the luncheon.)</i>		
11:45 am - 12 noon	Break	
12 noon - 1:15 pm	Luncheon Introduction of CRLA Officers, Awards, Closing Remarks	Vince Orlando, Pat Mulcahy-Ernt, Pat Jonason, Patti Dozen Kathy Carpenter, Sylvia Mioduski, Mike O'Hear, Marilyn Broughton, Jim Bell, Roz Bethke, other invited guests



An Invitation to the
**Leadership
Workshop
and Luncheon**

Wednesday, October 22, 1997

Workshop 9:00 am - 12 noon

Luncheon 12 noon - 1:30 pm

CRLA's 30th Anniversary Conference

Sacramento, California

RSVP by September 1, 1997

Please RSVP to Dr. Patricia Mulcahy-Ernt, School of Education and Human Resources, University of Bridgeport, Bridgeport, CT 06601 by September 1, 1997.



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

**Leadership Workshop 1997
State/Region Directors and Chapter Presidents**

**Reply to the Invitation to attend the CRLA Leadership Workshop
and Luncheon on October 22, 1997, in Sacramento, California.**

Name _____

State/Region _____

I am completing my term as Director/President: yes/no

I am continuing my term as Director/President: yes/no

I am beginning my term as Director/President: yes/no

Address _____

Phone _____

Please check those that apply:

☐ **Yes, I will attend the Leadership Workshop.**

☐ **No, I will not be able to attend the Leadership Workshop.**

☐ **Yes, I will attend the Leadership Luncheon.**

☐ **No, I will not be able to attend the Leadership Luncheon.**

**Thank you for your response since your reply is
important for an accurate food count for the
conference functions.**

From orlandov@mscd.edu Fri Aug 29 09:49:52 1997
Date: Mon, 23 Jun 1997 08:43:23 -0600 (MDT)
From: vince orlando <orlandov@mscd.edu>
To: flchris@primenet.com, kgs@gandalf.rutgers.edu
Cc: rosalind@Kwantlen.BC.CA, mioduski@ccit.arizona.edu,
carpenterk@platte.unk.edu, mulcahyp@cse.bridgeport.edu
Subject: Learning Center Monograph

Frank and Karen

The CRLA board meet Friday the 20th and disucssed the Learning Center Monograph, for lack of a better term. It feels that a monograph which could be sold which would be similar to the Tutor Certification manual would be the best way to deal with the materials that have been develop for this project.

What I need to know from both your you is weither your still willing to do this work and if so what type of support I and CRLA can provide. Learning center folks make up such a large number of our membership that a project like this could be a real benefit to the these members and to developmental education. All of the board members expressed their thanks to both of you for your williningness to consider finishing this project, and want you to know that they are willing to support your efforts in any way possible.

Please let me know your thinking as to time lines, budgetary support, etc., and I'll pass this information on to the board.

Thanks again.

vince

From jcrl@unbc.edu Mon Aug 25 13:13:26 1997
Date: Fri, 4 Jul 1997 13:56:38 -0700 (PDT)
From: Journal of College Reading and Learning <jcrl@unbc.edu>
To: Editorial Advisory Board <76265.2466@compuserve.com>, agee@uni.edu,
baril@quinnipiac.edu, cjs@navvax.ucc.nau.edu,
harringt@fa-cpacs.unomaha.edu, jcrl@unbc.edu, jnhopper@uci.edu,
joan@sdsc.uwo.ca, kgs@rci.Rutgers.EDU, kkincade@uoknor.edu,
lucy@chemek.cc.or.us, uptonta@uwec.edu
Cc: Executive Board <carpenterk@platte.unk.edu>, mbroughton@JUNO.com,
mioduski@ccit.arizona.edu, mulcahyp@cse.bridgeport.edu,
ohear@smtplink.ipfw.indiana.edu, orlandov@mscd.edu,
rosalind@Kwantlen.BC.CA, Maureen Gay Hewlett <hewlettm@unbc.edu>,
Shannon Whissell <whiss000@unbc.edu>
Subject: jcrl@unbc.edu

As of today--Independence Day--we have an independent email account for
Journal of College Reading and Learning. Please address all email
regarding the journal to
jcrl@unbc.edu

(This will cut down on the stuff in my regular email account: I now have
358 JCRL/CRLA messages saved there. Also, it will make it better for
folks submitting manuscripts: as of the current issue of JCRL we
encourage writers to submit manuscripts as email attachments.)