

COLLEGE READING AND LEARNING ASSOCIATION

BOARD CONFERENCE CALL  
FEBRUARY 8, 1996 (\*)  
SUMMARY OF MINUTES

\* re-scheduled from February 1, 1996

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

**Member absent:** Tom Gier, *Past-President*.

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

**1. Agenda Approved**

The agenda was approved.

**2. Minutes Approved**

The minutes of the February 8, 1996 conference call were approved as amended.

**3. Report from Tom Gier**

Due to ill health and under doctor's orders, Tom will be taking a limited role on the Board until the end of his term. JoAnn Mullen will fulfill his duties during the Albuquerque conference.

**4. State/Region/Chapter Update**

Tom G. has sent updates to Chapter Presidents and State Directors.

**5. SIG Update**

Leaders are needed for the Counseling and Helping, the Liberal Arts Universities and Colleges, and the Workforce Literacy SIGs. A new SIG Coordinator will also be needed beginning October.

Pat Mulcahy-Ernt, JoAnn Mullen, Pat Jonason and the new SIG coordinator will conduct the SIG Leadership workshop during the Albuquerque conference.

**6. PALs Update**

Gladys Shaw is working on a liaison agreement with the National Tutoring Association. There will be a PALs panel session during the Albuquerque conference.

Gladys has compiled a list of approximately 50 speakers in a resource directory.

**7. Professional Activity of Board Members**

a) Pat M-E attended the Winter Institute and signed up some new members.

b) Pat M-E attended IRA's Conference on Adolescent/Adult Literacy.

c) Martha Maxwell will attend the Second National Conference on Research in Developmental Education in North Carolina. **It was moved that the Board support two (2) additional people to attend this conference as CRLA representatives by providing registration fee waivers.** Jim Gullede, Regional State Director, will be contacted to see if local members could represent CRLA at this conference.

**8. Spring 1996 Canadian Symposium**

Sandra gave a registration update.

**9. Fall 1996 Albuquerque Conference**

Vince has the planning for this well under control. A good number of proposals for sessions and institutes have been received. Publicity for the *Newsletter* has been forwarded. The Board discussed the draft program schedule (looks good) and food function price estimates. Additional sessions could include SIG presentations, a presentation from the President-Elect of NADE and a Kellogg reception.

**10. Budget Discussion**

The Auditor's report was received; it will be discussed during the Kananaskis Board meetings. All Internal Revenue Service reports have been filed.

11. **Membership Report**  
1996 renewals are being processed; Board members have a copy of the membership listing as of Feb. 4, 1996. Many new memberships have come as a result of the ad in the *Journal of Developmental Education*.
12. **Elections Report**  
The results will be reported to the Board by the next meeting.
13. **Journal of College Reading and Learning**  
JoAnn Carter-Wells submitted a report. She will continue as Editor until the Albuquerque conference. The Board will assist by soliciting manuscripts for future issues.  
Jim Bell and Helen Baril have indicated an interest in the Executive Editor position.
14. **Board Goals**  
The Board will set long-range goals during the Kananaskis meetings.
15. **Tutor Training Handbook**  
The *Tutor Training Handbook* is now available. It looks great. Order forms can be requested from Rosalind or Tom G. Orders go to Rosalind.
16. **International Tutor Certification Program**  
Gladys Shaw will be the new leader for this program beginning November, 1996.
17. **National Tutoring Association Conference**  
It was moved that Gladys Melendez-Tate be supported to attend this conference as CRLA representative to a maximum of \$450. The conference will be held April 21-23 in Baltimore, MD.
18. **CAS Representative**  
A CRLA representative is needed for the CAS meeting. (Georgine Materniak will attend.)
19. **Kellogg Scholarship**  
The application deadline for this scholarship will be moved to March 1 to fit Kellogg Institute timelines.
20. **Membership Services**  
Burnison, Martello & Associates submitted a proposal for handling all the membership services for CRLA. A representative of the company will be invited to answer questions at the next Board meeting. Proposal from other companies are needed for comparison.
21. **World Wide Web**  
The Board will provide Lucy MacDonald with information for a WWW page.
22. **LRNASST**  
Vince and Rosalind review LRNASST regularly; they will bring to the Board any pertinent topics for discussion.
23. **CRLA Videotape** This does not exist.
24. **Job Descriptions**  
These will be reviewed and updated during the Kananaskis Board meetings.
25. **Future Board Meetings**  
There will be no summer Board meetings at the hotel site for the Albuquerque conference. The next conference call will be April 4, 1996.

The minutes were approved April 4, 1996.

# COLLEGE READING AND LEARNING ASSOCIATION

## BOARD CONFERENCE CALL FEBRUARY 8, 1996 (\*) MINUTES

\* re-scheduled from February 1, 1996

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

**Member absent:** Tom Gier, *Past-President*.

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

1. *Approval of Agenda (Attachment A)*

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

2. *Approval of Minutes*

Vince moved that the minutes of the November 2, 1995 conference call be approved as amended. Seconded by Sandra. PASSED.

3. *Report from Tom Gier*

Due to poor health and under doctor's recommendations, Tom Gier will be taking a limited role as Past-President until his term concludes with the Albuquerque conference. The Board is supportive of him and recognizes the outstanding work and commitment he has given to the organization.

Since he will be unable to attend the Albuquerque conference, JoAnn Mullen will be fulfilling his duties during that time.

4. *Updates*

a) *State/Region/Chapter*

Tom G. has sent updates to the Chapter Presidents and State Directors.

b) *SIG Update*

Leaders are needed for the Counseling and Helping, Liberal Arts Universities and Colleges and Workforce Literacy Special Interest Groups. A new SIG coordinator will also be needed when Pat Jonason's term ends in October.

Four people will be heading the SIG Leadership Workshop in Albuquerque: Pat Mulcahy-Ernt, JoAnn Mullen, Pat Jonason, and the new SIG Coordinator.

c) *PALs*

Gladys Shaw is working on a Liaison Agreement with the National Tutoring Association; a list of 50 speakers has been compiled so far in the resource directory; there will be a PALs panel session at the Albuquerque conference.

d) *Professional Activity of Board Members*

i) *Winter Institute of Learning Assistance Professionals*

Pat M-E represented CRLA at this institute where approximately 60 people attended. She was able to sign up some new members.

ii) *IRA's Conference on Adolescent/Adult Literacy*

Pat M-E represented CRLA at this conference.

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

A Board member will attend this fall conference.

iv) *Second National Conference on Research in Developmental Education*

CRLA is co-sponsoring this conference which is being held in North Carolina Oct. 23-26, 1996. We have been granted exhibit space at no charge, 5 time slots for presentations and one fee waiver (worth \$140).

Martha Maxwell will be attending on behalf of CRLA.

There was discussion regarding how the dates of this conference conflict with our Albuquerque conference. The Board will encourage members to take part in this conference, particularly those who may not be able to attend our own. Rosalind will contact the CRLA State Director for that region (Jim Gullledge) to see who could represent CRLA there.

**Vince moved that the Board support two (2) additional people to attend the Second National Conference on Research in Developmental Education as CRLA representatives by providing registration fee waivers.**

e) *Spring 1996 Canadian Symposium*

Sandra reported on the current number of registrations. There was some discussion regarding cutoff dates for registration and for room allocations.

f) *Fall 1996 Albuquerque Conference*  
(Attachments B, C)

Vince has received a good number of proposals for one-hour sessions and three-hour institutes. There is some problem with finding computer labs for the featured institutes that David Caverly will be presenting.

Publicity material for the conference has been forwarded to Roz B. for the *Newsletter*.

The Board went through the draft program schedule and food function estimates.

The following program additions were suggested: featured presentations from SIG's (Vince will approach SIG leaders), presentation by David Arendale, President-Elect of NADE (Vince will ask him), Kellogg reception (Rosalind will ask Elaini Bingham).

g) *Budget (Attachment D)*

We have received the Auditor's report. This will be taken under advisement and discussed further during the Board meetings in Kananaskis.

All reports required by the Internal Revenue Service (IRS) have been duly filed.

h) *Membership Report*

Membership renewals for 1996 are being processed. Rosalind has sent a copy of the membership listing as of Feb. 4, 1996 to Board members. She noted that many new membership inquiries came from our ad in the *Journal of Developmental Education*. It was clarified that memberships are granted to individuals, not institutions. "Institutional membership" means a subscription to the *JCRL* only.

i) *Elections Report*

The elections are proceeding smoothly. Pat M-E will have the results and will have informed the candidates by the next Board meeting.

4. *Old Business*

a) *Journal of College Reading and Learning*

*Editor's Report (Attachment E)*

JoAnn Carter-Wells' report was accepted by the Board. She will continue in her role until the Albuquerque conference. To support the journal, the Board will continue to aid in soliciting manuscripts for future issues.

*Executive Editor Position*

Jim Bell and Helen Baril have both indicated a firm interest in the Executive Editor position though neither has submitted an application.

*b) CRLA - Board Goals for 1996*

The Board will be doing some long-range planning in setting goals during the meetings in Kananaskis.

*5. New Business*

*a) Tutor Training Handbook (Attachment F)*

The *Handbook* is now available. It looks great.

*b) International Tutor Certification Program*

There will be a transition of leadership for this program to Gladys Shaw.

*c) National Tutoring Association Conference (Attachment G)*

This conference will be held April 21-23, 1996 in Baltimore, MD. Gladys Melendez-Tate who operates a tutoring center at Rutgers University will represent CRLA.

**Sandra moved that a maximum of \$450 be approved to support Gladys Melendez-Tate as the CRLA representative at the conference of the National Tutoring Association. Seconded by Vince. PASSED.**

*d) CAS Representative for the Spring Meeting (Attachment H)*

Board members will look for a representative to attend this meeting.

*e) Kellogg Scholarship Deadline Change (Attachment I)*

The Board approved a change to the application deadline for the Kellogg Scholarship to March 1, as requested by Rosanne Cook. This will fit better with timelines set by the Kellogg Institute.

*f) Management Services Proposal: Burnison  
Martello & Associates  
(Attachment J)*

Pat M-E brought forward a lengthy proposal from Burnison, Martello & Associates which explained the range of membership services they offered and described what they had done for their some of their clients. One of their clients is the National Reading Conference, an educational association similar in size to CRLA.

A representative from Burnison, Martello & Associates will be invited to join the next Board conference call to answer questions from Board members.

We will canvass other organizations for names of firms who handle their membership to gather a range of proposals. These will be discussed in depth during the Kananaskis along with the cost estimate from Burnison et al.

*g) World Wide Web Page (WWW)  
(Attachments K, L)*

The Board will work with Lucy on getting more information for our WWW.

*h) LRNASST*

Vince and Rosalind review the LRNASST discussion listserv regularly. They will report salient topics to the Board.

*i) CRLA Videotape*

There is no promotional videotape.

*j) Revision of CRLA Job Descriptions*

The Board members will bring their copies of the job descriptions to Kananaskis. At that time, these will be reviewed and updated.

*k) Summer Board Meeting*

There will be no Board meetings this summer at the hotel site for the Albuquerque conference.

*6. Next Conference Call*

The next conference call will be April 4, 1996 rather than March 20.

**Vince moved adjournment of the meeting at 12:55 pm EST.**

These minutes were approved April 4, 1996.

**COLLEGE READING AND LEARNING ASSOCIATION  
BOARD CONFERENCE CALL  
FEBRUARY 8, 1996**

**LIST OF ATTACHMENTS TO MINUTES**

- A. Tentative Agenda for the CRLA Conference Call
- B. Draft Schedule for the Albuquerque Conference
- C. Food Functions for the Albuquerque Conference
- D. Financial Statements and Auditor's Report for the fiscal year ending June 30, 1995
- E. JCRL Editor's Report
- F. CRLA's Tutor Training Handbook Outline and Order Form
- G. National Tutoring Association Invitation for Conference Presentation
- H. Council for the Advancement of Standards (CAS) Executive Summary of November, 1995 meeting
- I. Request for deadline change for Kellogg Scholarship
- J. Proposal from Burnison, Martello & Associates of Illinois, Inc. (BMAI)
- K. World Wide Web page for 1995 Tempe conference
- L. Directories in LRNASST

+ January 1996 Quick Reference List

**TENTATIVE AGENDA FOR THE CRLA CONFERENCE CALL  
THURSDAY, FEBRUARY 8, 1996**

CRLA BOARD  
TELECONFERENCE MINUTES  
FEBRUARY 8, 1996  
ATTACHMENT A  
/ page

1. Approval of the Agenda
2. Approval of the Minutes (November 2, 1995)
3. Updates
  - a) State/Region/Chapter Update (Tom)
  - b) SIG Update (Pat)
  - c) PALS (Pat/Gladys Shaw)
  - d) Professional Activity of Board Members (Board)
    - 1) Current Activity
      - (a) Winter Institute (Pat)
      - (b) IRA's Conference on Adolescent/Adult Literacy (Pat)
    - 2) Future Activity: 1996-97 Schedule
      - (a) MCLCA (Tom)
      - (b) 2nd National Conference on Research in Developmental Education (Pat/Martha Maxwell)
  - e) Spring 1996 Canadian Symposium (Tom)
  - f) Fall 1996 Albuquerque Conference (Vince)
  - g) Budget (Sandra/Vince)
  - h) Membership (Rosalind)
  - i) Elections (Pat/JoAnn Mullen)
4. Old Business
  - a) JCRL Executive Editor Position (Pat/Jo Ann Carter-Wells)
  - b) CRLA Goals for 1996 (Board)
5. New Business
  - a) CRLA's Tutor Training Handbook (Tom/Karan Hancock)
  - b) CRLA's International Tutor Certification Program (Tom)
  - c) CRLA Exhibition at the National Tutoring Association Conference, April 21-23, 1996, Stouffer Renaissance Hotel (Pat)
  - d) CAS Representative for the Spring Meeting (Pat)
  - e) Kellogg Scholarship Spring Deadline: March 1 (Pat/Rosanne Cook)
  - f) Management Services Proposal: Burnison, Martello, & Associates (Pat)
  - g) World Wide Web Page for CRLA (Pat/Lucy MacDonald)
  - h) LRNASST summaries (Pat)
  - i) CRLA Videotape (Pat/Lucy MacDonald)
  - j) Revision of CRLA Job Descriptions & Timeline (Pat)
  - k) Summer Board Meeting (Pat/Board)
6. Reminders of the next CRLA Board Meetings
  - a) Conference Call: Thursday, March 28, 1996 11:00 am EST
  - b) Board Meetings in Kananaskis: April 15 & 16, 1996

1/18/96



Draft Schedule

Albuquerque Conference

SUNDAY, OCT. 27  
Board members arrive

MONDAY, OCT. 28  
8:00 - 12:00 p.m. Board Meeting  
1:30 - 5:00 p.m. Board Meeting

TUESDAY, OCT. 29  
8:00 - 5:00 Tours  
8:00 - 12:00 p.m. Board Meeting  
1:30 - 5:00 p.m. Board Meeting

WEDNESDAY, OCT. 30  
9:00 - 12:00 p.m. Leadership Workshop  
State Directors and Sig Leaders  
9:00 - 12:00 First Institute-DAVID CAVERLY  
12:00 - 1:15 p.m. Leadership Luncheon  
1:30 - 4:30 p.m. Tours/Campus Visit  
Preconference Institutes

THURSDAY, OCT. 31  
7:00 - 8:15 a.m. Sig Breakfast Meeting  
8:15 - 8:45 a.m. Chairpersons Orientation  
9:00 - 10:30 a.m. First General Session - Keynote Speaker:  
ARNALD MITCHEM  
Coffee Break  
10:45 - 11:45 a.m. First Concurrent/Roundtables  
12:00 - 1:30 p.m. Sig Luncheons  
1:45 - 2:45 p.m. Second Concurrent/Roundtables  
Coffee Break

3:00 - 4:00 p.m. Third Concurrent/Roundtables  
4:15 - 5:15 p.m. Open Publishers Exhibit  
5:30 - 6:30 p.m. Newcomers Reception  
9:00 p.m. - Hospitality

FRIDAY, NOV. 1

7:00 - 8:00 a.m. Past Presidents/Journal Breakfast  
8:00 - 8:30 a.m. Chairpersons Orientation  
8:45 - 9:45 a.m. Fourth Concurrent  
Coffee Break  
10:00 - 11:00 a.m. Fifth Concurrent  
11:15 - 1:15 p.m. Awards Luncheon - 2nd Major Speaker  
1:30 - 2:30 p.m. Sixth Concurrent  
2:45 - 4:45 p.m. Networking (New)  
3:00 - 5:00 p.m. Board Meeting  
5:00 - 6:00 p.m. State meetings  
6:30 p.m. - Dinner on the Town  
9:00 p.m. - Hospitality

SATURDAY, NOV. 2

7:15 - 8:15 a.m. Publishers' Breakfast  
8:30 - 9:20 a.m. Plenary Session  
9:30 - 10:30 a.m. Second General Session - President's Speaker  
Coffee Break  
10:45 - 11:45 a.m. Seventh Concurrent  
12:00 - 1:30 p.m. Luncheon with a Mentor  
1:45 - 2:45 p.m. Eighth Concurrent  
Coffee Break

3:00 - 4:00 p.m. Ninth Concurrent

5:30 - 6:30 p.m. Cocktail Hour

6:30 - 7:00 p.m. Installation

7:00 - 10:00 p.m. Banquet

10:30 p.m. - Hospitality

SUNDAY, NOV. 3

9:00 - 12:00 p.m. Board Meetings

8:30 - 11:30 a.m. Postconference Institutes

FOOD FUNCTIONS

Albuquerque Conference

		Costs	Numbers
WEDNESDAY, OCT. 30			
12:00 - 1:30	Leadership Luncheon Mexican Grill	\$14.00 ++	50
THURSDAY, OCT. 31			
7:00 - 8:15 a.m	Sig Breakfast Meeting 4-5 Groups 8-15		
	Scrambled Eggs	8.25 ++	40
10-30 - 10:45	Coffee Break 400 people		
12:00 - 1:30 p.m.	Sig Luncheons 8-10 Groups; 8-15 people Enchiladas (Beef/Chick)	11.25 ++	80
2:45 - 3:00	Coffee/Soda Pop Break 400 people		
4:15 - 5:15 p.m.	Open Publishers Exhibit Cookies, Fruit, Coffee 250 people		
5:30 - 6:30 p.m.	Newcomers Reception Chips and Ice Tea 200 people		
FRIDAY, NOV. 1			
7:00 - 8:00 a.m.	Past Presidents/Journal Breakfast Groups meet in Coffee Shop		
9:45 - 10:00 a.m.	Coffee Break 500 people		

		Costs	Numbers
11:15 - 1:15 p.m.	Awards Luncheon/Speaker 250 people Stir Fry Chic/Shrimp Vegetarian Option	12.95 ++	250
SATURDAY NOV.2			
7:15 - 8:15 a.m.	Publishers' Breakfast Coffee/Tea/Juice/Fruit Pastries		250
10:30 - 11:00 a.m.	Coffee Break 400 people		
12:00 - 1:30 p.m.	Luncheon with a Mentor 12 groups of 12 people Lasagna Meat or Veg.	10.25 ++	144
2:45 - 3:00 p.m.	Coffee/Soda Pop Break		
5:30 - 6:30 p.m.	Cocktail Hour		
6:30 - 7:00 p.m.	Installation		
7:00 - 10:00 p.m.	Banquet Steak or Salmon Choice 22.50 ++	21.95 ++	250

**GLADYS R. SHAW**

*Certified Public Accountant*

*Certified Financial Planner*

*Member: ASWA, TSCPA, IAFF*

January 24, 1996

The Board of Directors  
College Reading and Learning Association

Enclosed are the financial statements for 1994-95. The tax return has been prepared and sent to Sandra Evans for her signature.

No material discrepancies were located, but several items were reclassified to distinguish assets and revenues. For example, funds transferred between banks were removed from income for the fiscal year. Also, membership fees were pulled off the conference report and added to the operating income. Please note also that the conference figure on the income statement reflects the net cash effect of conference transactions and not just the conference in Tempe. Cash basis accounting requires that all actual transactions be reported in the fiscal year the cash is received or expended. This is another good reason for a separate summary of activities for each specific conference. Such an accounting helps the Board in budgeting and planning.

I am pleased you have gotten insurance to protect the organization and that you have moved some funds into another institution by purchasing a C.D. That is not reflected on the 1994 statements since it happened after June 30, 1995, but it was a prudent move.

There are a few areas that need improvement. First, we should be able to compare membership fees with actual memberships of record. The treasurer should know the exact membership count at the year's beginning and end and how many of those submitted fees during the fiscal year.

Some revenues should be reported in different budget categories. Insurance costs should not be attributed to the Board but to general organization expense. Site selection expenses should probably be a part of conference expenses rather than committee expense.

At the transition of treasurers, the outgoing person generally has to keep the bank accounts open an extra couple of months for items to clear and the payments of outstanding bills. Any new transactions occurring in the old accounts after June 30 affect the new fiscal year and should be reported in detail to the new treasurer for inclusion in the records reports of the new fiscal year. I have taken care of that in the reports, and it won't be a problem for 95-96, but it will be an issue when treasurers change again.

There were some clerical fees paid without documentation such as invoice or receipt from the person paid. Awards are budgeted I know, but some documentation substantiating payment such as a request from the Awards Chair needs to be on file as well. Good internal control requires authorization and documentation.

I note that checks 1005 and 1006 were paid out of the Symposium account in 94-95 and the same numbers were used in July, 1995, though for different amounts. What accounts for this? I'm assuming new checks were ordered and the numbering sequence was repeated, but that needs to be clarified.

When an advance of funds is made, the accounting for those funds at a later date should be copied and attached to the documents used for the original advance.

None of these items indicate material discrepancies in your records; rather, they are procedural weaknesses that are easily corrected.

Finally, at the earliest possible date, I strongly recommend that you increase your reserve by another \$40,000. Assuming about the same level of membership fees, this reserve would enable you to operate the organization two years and seed another conference should one year's conference be unprofitable. These funds should not be considered to be available in your budgeting process unless you do indeed have a seriously unprofitable year. At the same time they should not be appropriated for a specific purpose because that deprives you of flexibility in using the funds as needed.

I will send your 1994-95 records plus a copy of the financial statements and the tax return directly to your archivist properly labeled as to storage and disposal dates.

Thank you for the opportunity to serve you and CRLA.

Very truly yours,

  
Gladys R. Shaw

# GLADYS R. SHAW

*Certified Public Accountant*

*Certified Financial Planner*

*Member: ASWA, TSCPA, IAFFP*

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## INDEPENDENT AUDITOR'S REPORT

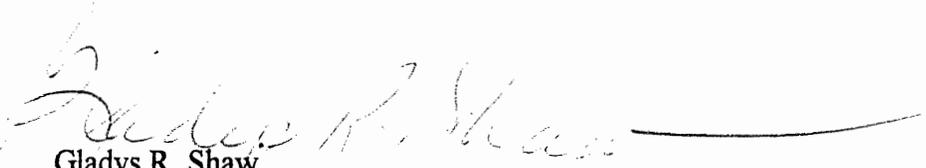
The Board of Directors  
The College Reading and Learning Association

I have audited the accompanying statement of assets and liabilities arising from the cash transactions of the College Reading and Learning Association as of June 30, 1995, and the related statement of revenue collected and expenses paid for the year then ended. The financial statements are the responsibility of the organization's officers. My responsibility is to express an opinion on the statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

As described in Note 2, these financial statements were prepared on a modified basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In my opinion, the financial statements referred to above present fairly, in all material respects, the assets and liabilities arising from cash transactions of the College Reading and Learning Association as of June 30, 1995, and its revenue collected and expenses paid during the year then ended on the basis of accounting described in Note 2.

  
Gladys R. Shaw  
January 25, 1996

**COLLEGE READING AND LEARNING ASSOCIATION  
COMPARATIVE STATEMENTS OF FINANCIAL CONDITION - CASH BASIS**

ASSETS	6/30/95	6/30/94	6/30/93
Cash Bank Accounts			
Checking-Operating Account	\$39,248	\$48,207	\$57,440
Checking-Conference Account	90,339	60,457	24,654
Canadian Symposium Account	2,196		
Savings-Operating Account		25	25
Savings-Conference Account		25	25
<b>Total Assets</b>	<b>\$131,783</b>	<b>\$108,714</b>	<b>\$82,144</b>

**FUND BALANCE**

Beginning Fund Balance July 1	\$108,714	\$82,144	\$62,275
Net Receipts (Disbursements)	23,069	26,570	19,869
<b>Fund Balance, June 30</b>	<b>\$131,783</b>	<b>\$108,714</b>	<b>\$82,144</b>

**Audited**

# GLADYS R. SHAW

Certified Public Accountant  
Certified Financial Planner  
Member: ASWA, TSCPA, IAFP

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January 22, 1996

Balance 1994-95 Services and Tax Return Preparation	\$700.00	①
In Progress billing for 1995-96	<u>500.00</u>	②
Due for Services & Shipment of files	\$1,200.00	①

## NOTES:

1. Original agreement was a maximum of \$1,200 annually:

Billed 1994-95 Cost is	\$1,200
Actual cost at regular rates would have been (65 hrs at \$75)	<u>4,875</u>
Savings for CRLA	<u>\$3,675</u>
2. Continuing services are consultation, reviews of minutes and interim financials, analysis of bank reconciliations each month, and full responsibility for tax matters and correspondence with the I.R.S.

**THE COLLEGE READING AND LEARNING ASSOCIATION  
STATEMENT OF RECEIPTS AND DISBURSEMENTS  
FOR THE 12-MONTH PERIOD ENDED JUNE 30, 1995**

**RECEIPTS**

Membership and SIG Fees	\$33,347	
Conference	15,495	
Interest	1,011	
Contributions	473	
Tutor Certification	4,000	
Miscellaneous	49	
Publications	1,295	
	-----	
Total Receipts		\$55,670

**DISBURSEMENTS**

Executive Board	\$18,663	
Publications	1,629	
Gen. Organizational Expenses	5,831	
Committees and Special Interest Groups	5,645	
States and Regions	833	
	-----	
Total Disbursements		<u>\$32,601</u>
Net Receipts in Excess of Disbursements		<u><u>\$23,069</u></u>

**Audited**

**THE COLLEGE READING AND LEARNING ASSOCIATION**

**STATEMENT OF CASH FLOWS-CASH BASIS  
FOR THE YEAR ENDED JUNE 30, 1995**

Cash Flows from Operating Activities:

Receipts per Statement of Cash Receipts and Disbursements	\$ 55,670
Disbursements per Statement of Cash Receipts and Disbursements	<u>32,601</u>
Net Cash provided by Operations	\$ 23,069
Cash Accounts at the beginning of the year	<u>108,714</u>
Cash June 30, 1995	<u><u>\$131,783</u></u>

**THE COLLEGE READING AND LEARNING ASSOCIATION**

**NOTES TO THE AUDITED FINANCIAL STATEMENTS**

**JUNE 30, 1995**

- (1) The College Reading and Learning Association (CRLA) is a national, not-for-profit, organization for educational professionals and students in learning assistance and developmental education.
- (2) Significant Accounting Policies. The organization's policy is to prepare its financial statements on the basis of cash receipts and cash disbursements, therefore, revenue and related assets are recognized when received rather than when earned, and expenses are recognized when paid rather than when the obligation is incurred.
- (3) Depreciation. There are no depreciable assets.
- (4) Nature of Funds. There are no appropriated funds. The unappropriated fund consists of unrestricted amounts devoted to the on-going operations of the organization which includes awarding funds for scholarships and research at the discretion of the Board of Directors.
- (5) Conference Income as required by cash basis accounting reflects the net of any cash transactions in the current fiscal year made for the prior, current and subsequent year conferences.

CRLA BOARD  
 TELECONFERENCE MINUTES  
 FEBRUARY 8, 1996  
 ATTACHMENT E  
 4 pages

# Facsimile Cover Sheet

To: Vince Orlando (303) 556-2159  
 Tom Bler (907) 786-4383  
 Rosalind Lee (604) 599-2716  
 Company: Jandra Evans (409) 938-8918  
 Phone:  
 Fax:

From: JOANN CARTER-WELLS  
 Company: RUF  
 Phone: (714) 773-3357 e mail  
 Fax: (714) 773-3314 (new)

jcarterwells  
 @ccvax.  
 fullerton.edu

Date: 2/1/96  
 Pages including this  
 cover page: 4

## Comments:

REPORT FOR CRLA CONFERENCE CALL NEXT WEEK.  
 ORIGINAL PLUS SUPPORTING DOCUMENTS WERE  
 SENT OVERNIGHT TO PAT MULCAHY-ERNT LAST  
 WEEK.  
 THANKS and HAVE A GOOD MEETING!



California State University, Fullerton  
Fullerton, California 92634

School of Human Development  
and Community Services  
Reading Department  
(714) 773-3356

To: *Patricia Mulcahy-Ernt*, President, CRLA -FAX(203) 576-4201 1/22/96  
From : *Jo Ann Carter-Wells*, Editor, JCRL - FAX (714) 773-3314. (714) 773-3357  
Re: Report for Board Conference Call in February

As per our conversation I am forwarding a report to be included as background for the CRLA board conference call in February. Most of these categories are similar to November since they are ongoing working areas for me in my role. I have also included a Heldref Publications brochure per my conversation with you earlier in the month. I am awaiting some more official documents from Douglas Kirkpatrick, Executive Editor of Heldref, with whom I met in December in Washington, D.C. He left a message for me this week apologizing for the delay since I had seen him but there were major disruptions and closures in his office due to the weather and government problems. I will forward those when I receive them. I will call you on Monday to confirm the other board members to whom I should FAX this report for the conference call.

X  
X  
Editorship - After much deliberation and discussion with my colleagues and Dean, I would be able to extend my tenure as Editor as per your request until an Executive Editor had been named with a given time frame to assume the editorship. I really feel that the Executive Editor should be a training position for the Editor and that they are separate roles. I have assumed both roles for almost this entire process as well as attempt to institutionalize the role for the organization building on the groundwork with the two positions begun with Vince and Jo-Ann. I have spoken to both Jim Bell and Helen Burrill extensively about the role and I am very hopeful that one of them will submit an application to the board for the Executive Editorship within the next couple months.

Mailing - We are sending the current journal to the over 1200 members as of 12/95 per the mailing labels sent by Rosalind. I am anticipating a smaller mailing in April due to a different membership number but will check with Rosalind after your conference call. Envelopes are prepared and include new JCRL brochure. We will continue to use the brown envelope since the shrink wrap is done by large mailing services. Hopefully this would be a consideration in any contract discussions with a mailing service. I also met with the bulk mail department at the post office after I spoke to you regarding the pending new mailing requirements which could reduce mailing costs. He did not have any of the new brochures from the postal service explaining the new mailing options. But he did say that this new requirement will be finalized during the spring and could possibly mean that we will need to have the bar code for zips in our mailings. This would also be something for a mailing service contract.



California State University, Fullerton  
Fullerton, California 92634

School of Human Development  
and Community Services  
Reading Department  
(714) 773-3356

JCRL REPORT 1/96 -2-

**Brochures** - The new brochure is already working with some orders for journals. We are also targeting university libraries to establish more subscriptions. Is there any way to divide the mailing list to separate out libraries? My institution has been covering the cost of additional copies as well as mailings of the brochure. Would this be something to incorporate into the symposium packet and/or the Albuquerque packet? I can have additional copies made and forwarded to whomever would use them.

**Advisory Board** - I have included Tom Gier's name on the new JCRL brochure and have asked Jim Bell of UNBC to become an advisory board member. I spoke to him at length at the end of December regarding the Executive Editor position as well as the advisory board role. Additional information beyond the Editor summary above is that Jim Bell is not sure about the Executive Editorship because of some major restructuring (which we have just painfully endured including grievances, faculty and staff losses, etc., and Janice retired at the beginning of all the major upheaval in our unit). Helen Burrill is most interested in the position and I spent a great deal of time briefing her on the entire situation and process. She will be discussing the journal with her assistant who could possibly assist her as her Executive Editor in the future. She said that she will contact me shortly at which time I will sent her some of the process material and structure. I hope that Vince will include a slot on the Albuquerque conference for an advisory board meeting. I have contacted Roz Bethke about sending in a service proposal entitled "Writing for CRLA Publications" as we have done in the past. I have not heard from her but will forward a proposal to Vince anyway for whomever would be in these two roles.

**Index** - I am almost finished with the topical index that was roughly begun by Janice Lewis and it will have to be in the April issue.

**Article Submission** - This is an ongoing need and requires constant nourishment and encouragement. We had talked about a home page for CRLA and this could be another source for article submission information. I have received two articles for review within the past month from conferences last summer which required much long distance encouragement. What ideas do you have? I would like to include journal information when Vince sends out his final conference proposal acceptance letters. I hope that he will let me know when I can send him something. I am hopeful that as this national study of reading skills/competencies for college outcomes is completed there will be much more interest in



California State University, Fullerton  
Fullerton, California 92634

School of Human Development  
and Community Services  
Reading Department  
(714) 773-3358

JCRL REPORT 1/96 -3-

our field and potentially more articles. I plan to negotiate some way of following up on the institutions that participated in the study with Dr. Elizabeth Jones from the National center on Postsecondary Teaching, Learning, and Assessment with Information on JCRL.

**Policy Section** - I hope that you will find time to forward something on Standards in the field when you are comfortable with the IRA standards enough to include a statement in writing. Gladys Shaw is also ready to write something once you have sent me something and I will be contacting Martha Maxwell after I know what you have written. However, I would really like to receive some additional names as policy authors. Does Tom Gier have some suggestions related to the tutoring emphasis in CRLA? Dr. Elizabeth Jones has promised to give CRLA an article on the national college reading outcomes research that she is conducting but that will not be completed until the summer.

x **Volume 27, Issues 1 and 2** - One will be out shortly and the other in early April. The approximate budget amount for each N of 1200 is \$4300 without the mailing and small manila envelope charges which should be similar to the last mailing. Since there is a larger mailing than 1200 this figure will be altered slightly upward. I have also previously sent all the multiple issue mailings in either large envelopes or boxes from my university address with charges paid by the university which I intend to continue to do. I spoke to Helen Burrill about the mailing costs and she is going to see if she can obtain institutional support for those until the organization has a mailing service again. My last goals for the journal will be to complete the index, solicit future policy authors, and pursue inclusion on ERIC of all our proceedings and journals for archival access (using Karen Smith's collection) and continue my discussions with Heldref publications (multiple journal publisher) during the spring.

# CRLA's Tutor Training Handbook 3 pages

by

Dr. Tom Gier & Dr. Karan Hancock

The CRLA's International Tutor Certification Program (ITCP) has just published a brand new text titled CRLA's Tutor Training Handbook. This text, published in January, contains twenty-seven articles by tutor training authorities around the US and Canada. The following is the Table of Contents for this handbook.

## TABLE OF CONTENTS

### TUTOR TRAINING: AN OVERVIEW

1. **PLANNING A TUTOR TRAINING PROGRAM -- ELAINE G. WRIGHT**
2. **TUTORING: AN INTEGRAL PART OF A LEARNING/READING/WRITING CENTER -- TOM GIER**
3. **ADDRESSING DIVERSE AUDIENCES: TUTORING THE UNDERPREPARED STUDENT -- HELEN BARIL**
4. **ANDRAGOGY: APPRECIATING THE CHARACTERISTICS OF THE ADULT LEARNER -- DONNA WOOD**
5. **NON-TRADITIONAL AGE STUDENTS -- JUDITH S. CRAIG**

### TUTOR TRAINING: GENERAL INFORMATION

6. **INGREDIENTS FOR A GOOD TUTOR SESSION -- TOM GIER**
7. **TECHNIQUES FOR SUCCESSFULLY BEGINNING & ENDING A TUTOR SESSION -- PENNY KELLEY**
8. **THE TUTOR RECIPE BOOK: INGREDIENTS FOR SUCCESSFUL & HEALTHY TUTORING FOR THE TUTOR & THE TUTEE -- KARAN HANCOCK**
9. **ROLE PLAYING FOR TUTORS -- KATHY CARPENTER**
10. **COLLABORATIVE LEARNING -- KATE SANDBERG**
11. **SAY AGAIN! TRAINING TUTORS IN COOPERATIVE TUTORING -- GLADYS R. SHAW**
12. **CODEPENDENCY: A VICIOUS CYCLE FOR TUTORS -- ROSA HALL**
13. **TRAINING TUTORS TO BE SUPERVISORS AND TRAINERS -- GLADYS R. SHAW**
14. **TUTOR EVALUATION IDEAS - HOW ARE WE DOING? -- DOROTHY WEBER**
15. **TUTORING TIPS -- TOM GIER and KARAN HANCOCK**
16. **REFERRAL SKILLS -- PENNY KELLEY**

17. REFERENCE INFORMATION FOR TUTORS: TEXTBOOK SURVEY & READING FOR INFORMATION -- TOM GIER

### TUTOR TRAINING: CONTENT/SUBJECT AREA

18. SUBJECT AREA TUTORING -- ROBIN MELTON
19. HOW TUTORS CAN HELP TUTEES IMPROVE THEIR CONCENTRATION -- BECKY PATTERSON
20. A TUTOR'S GUIDE TO THE TEXTBOOK READING PROCESS -- OLGA WINBUSH
21. STUDY SKILLS WITH EMPHASIS ON MATH AND SCIENCE -- HELEN BARIL
22. THE MATH PROFESSOR & THE MATH TUTOR: A MARRIAGE MADE IN HEAVEN? -- HELEN BARIL
23. A TUTOR'S GUIDE TO THE WRITING PROCESS -- DOROTHY WILLIAMS
24. HELPING STUDENTS WITH PAPERS IN DIFFERENT DISCIPLINES -- PATRICIA LINTON and GENIE BABB
25. TECHNOLOGY AND THE TUTOR: COMPUTERS AS TOOLS TO ASSIST STUDENT WRITERS -- ANGELA GULICK
26. AN INTRODUCTION TO CRITICAL THINKING -- ELAINE BATENHORST
27. HOW TUTORS CAN HELP TUTEES IMPROVE THEIR CRITICAL THINKING -- SUZANNE FORSTER

## APPENDIX

- A. INTERNATIONAL TUTOR CERTIFICATION PROGRAM (ITCP)
1. INTRODUCTION LETTER
  2. ITCP: PURPOSE, PROCEDURES, & GUIDELINES
  3. APPLICATION
  4. LEVEL REQUIREMENTS
  5. VERIFICATION FORM
  6. DOCUMENT CHECKLIST
- B. CONTRIBUTING AUTHORS

We hope that the above Table of Contents gives you an idea of the valuable information that this handbook contains. If you are interested in buying this text, send a check for \$20.00 to Rosalind Lee, CRLA Secretary, Kwantlen University College, 8771 Lansdowne Road, Richmond, B.C. V6X 3V8 Canada. Be sure to make the check out to: CRLA Tutor Training Handbook.

COLLEGE READING  
AND LEARNING  
ASSOCIATION

# TUTOR TRAINING HANDBOOK

EDITORS  
TOM GIER  
AND  
KARAN HANCOCK

## TABLE OF CONTENTS

1. TUTOR TRAINING:  
AN OVERVIEW
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GENERAL  
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3. TUTOR TRAINING:  
CONTENT/SUBJECT  
AREA
4. INTERNATIONAL  
TUTOR  
CERTIFICATION  
PROGRAM (ITCP)

### ORDER FORM

Number of copies \_\_\_\_\_ x \$20 per copy = \_\_\_\_\_

Make check payable to: CRLA Tutor Training Handbook

Send check and this order form to:

Rosalind Lee  
Kwantlen University College  
8771 Lansdowne Road  
Richmond, B.C. V6X 3V8 Canada

Please type or print your name and mailing address:

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Tutoring: Realizing Educational Excellence



National  
Tutoring Association

CRLA BOARD  
TELECONFERENCE MINUTES  
FEBRUARY 8, 1996  
ATTACHMENT 6  
3 pages

Shelley A. Hostetter  
Catonsville Community College  
800 S. Rolling Road  
Catonsville, MD 21228

December 4, 1995

Patricia Mulcahy-Ernt, CRLA President  
School of Education and Human Resources  
South Hall  
University of Bridgeport  
Bridgeport, CT 06601

Dear Patricia,

I am writing to you on behalf of the National Tutoring Association. We would like to invite you or your representative to be an exhibitor at our next conference which will be in Baltimore from April 21-23, 1996. The NTA will waive the exhibitor's fee for CRLA. However, you or your representative would need to register as a participant. We would also need to arrange for you to contract with the hotel for any electrical needs. Please see both the exhibitor and conference registration brochures enclosed.

We look forward to you or someone from CRLA to represent your organization at our conference. Please call me if you have any questions. My phone number is (410) 455-4334. Thank you.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Shelley A. Hostetter', written in dark ink.

Shelley A. Hostetter  
Conference Co-chair,  
Exhibitor Chair

National Tutoring  
Association Conference

Exhibitor/Vendor  
Reservation Form

\_\_\_\_\_  
(Contact Person)

\_\_\_\_\_  
(Company)

\_\_\_\_\_  
(Mailing Address)

\_\_\_\_\_  
(Phone)

\_\_\_\_\_  
(Fax)

\_\_\_\_\_  
(Internet/E-Mail Address)

*Thank you for your cooperation in  
improving the quality of educational  
assistance in the United States. We  
look forward to your participation in  
our conference.*

Shelley Hostetter  
Coordinator of Academic Support  
Catonsville Community College  
800 S. Rolling Road  
Catonsville, MD 21228



CALL  
FOR EXHIBITORS  
FOR THE  
NATIONAL TUTORING  
ASSOCIATION ANNUAL  
CONFERENCE

April 21-23, 1996  
Stouffer Renaissance Hotel  
Baltimore, MD

*Don't miss this opportunity to  
show your products and  
services to professionals from  
one of the fastest growing  
fields in education!*

- National statistics indicate that over 40% of all entering college freshmen are not fully prepared for college level work. As states continue to remove Developmental Education programs from universities, learning assistance programs are receiving greater demands for tutorial assistance. More students than ever before are seeking assistance in order to succeed at all educational levels.
- Over 2,200 colleges and universities in the US offer organized tutorial services for their students.
- Approximately 55,000 tutors work in public, private, and literacy tutorial programs.
- Demands for tutorial services at the elementary and secondary levels are on the rise.
- Research has shown that tutorial programs with extensive training and evaluation are one of the highest correlates to student success and retention.

## The Conference

The NTA national conference allows learning assistance professionals to discuss current issues and practices in public and private tutorial programs. Approximately 200 professionals representing almost as many programs are expected to attend the 1996 Baltimore conference in the Stouffer Renaissance Hotel near renowned restaurants, the National Aquarium, and the Maryland Science Center.

Conference participants have indicated a strong interest in services, materials, hardware, and software related to:

- Testing/Assessment, including Learning Styles
- Basic Skills Instruction
- Individualized Content Instruction (especially in the sciences)
- Scheduling and Budget Management
- Program Evaluation

For further information regarding the conference or the exhibits, please contact Shelley Hostetter at (410) 455-4334, or e-mail AAHS@CATCC.BITNET or complete and return the attached form with a check made payable to the National Tutoring Association.

## Option 1 Exhibitor Table

A limited number of exhibitor tables are available on a first-come, first-served basis, according to postmark. Each boxed table will be six feet wide and thirty inches deep, with one chair for the exhibitor. The receptions, meals, and breaks will be held in the exhibitors' hall. Security will be provided during the nights of April 21 and 22, 1996.

The fee for one table, with one exhibitor, is \$400 if received by January 31, 1996 (after January 1996, the fee will be \$500 per table) for the entire conference. The fee includes admission to the reception, the luncheon, and two breaks for one exhibitor. Companies may choose to reserve more than one table. Exhibitors must contract with Stouffer Hotel for electrical needs at an estimated cost of \$40 for each of the three days. Upon receipt of the enclosed application form, a complete packet of informational materials will be forwarded.

## Option 2 Vendor Demonstrations

Vendors at previous conferences have indicated a desire to schedule seminars demonstrating their products, especially software applications. Such demonstrations will be scheduled during the regular conference sessions. A special flyer highlighting vendor presentations will be given to conference participants at the time of registration. The fee for each demonstration is \$150.

## Option 3 Conference Program Booklet Advertising

Advertising space is available in the program booklet. Companies are not required to participate in the conference to purchase space; thus, this option is excellent for those companies unable to attend the conference. Ads may be half page or full page. The price per half page is \$100 and \$175 for each full page ad. Ads must be submitted in camera-ready copy no later than January 31, 1996.

## National Tutoring Association Conference

### Exhibitor/Vendor Reservation Form

#### Option 1--Exhibitor Tables

\_\_\_ Table(s) at \$400 per table = \_\_\_  
\_\_\_ Each table includes registration for one exhibitor (if received after 1/31/96, \$500 per table).

#### Option 2--Vendor Demonstrations

\_\_\_ Demonstration(s) at \$150 each = \_\_\_  
\_\_\_ Please attach a description of your presentation.

#### Option 3--Advertising

\_\_\_ Advertisement(s)  
\_\_\_ Attach a camera-ready copy of each by January 31, 1996

\_\_\_ half page ads at \$100 each = \_\_\_  
\_\_\_ Full page ads at \$175 each = \_\_\_  
(ads based on 8.5x11 paper)

Total Enclosed = \_\_\_

Please return no later than January 31, 1996 (Prices are subject to substantial increase after 1/31/96). Please enclose a check, made payable to the National Tutoring Association, for the total amount and mail to:

Shelley Hostetter  
Coordinator of Academic Support  
Catonsville Community College  
800 S. Rolling Road  
Catonsville, MD 21228

E-Mail: AAHS@CATCC.BITNET



**COUNCIL for the ADVANCEMENT of STANDARDS  
in higher education**

COUNCIL OFFICERS

President: Phyllis Mable  
Vice President Student Affairs  
Longwood College  
Farmville, VA 23909

Treasurer: Carmen G. Neuberger  
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American College Personnel Association  
One Dupont Circle, NW - Suite 300  
Washington, DC 20036-1110

Secretary: William L. Thomas  
Vice President for Student Affairs  
University of Maryland  
College Park, MD 20742

Past President: Theodore K. Miller  
Professor, 402 Aderhold Hall  
University of Georgia  
Athens, GA 30602

MEMBER ASSOCIATIONS

American College Counseling Association  
(ACCA)

American Counseling Association  
(ACA)

American Association of  
College Registrars and  
Admission Officers (AACRAO)

American College Personnel  
Association (ACPA)

Association of College and University  
Housing Officers - International (ACUHO-I)

Association of College Unions -  
International (ACU-I)

Association for Counselor Education  
and Supervision (ACES)

Association of Fraternity Advisors (AFA)

Association for School, College and University  
Staffing (ASCUS)

Association for Student Judicial Affairs  
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Association on Higher Education  
and Disability (AHEAD)

Canadian Association of College and  
University Student Services (CACUSS)

College Reading and Learning Association  
(CRLA)

National Academic Advising Association  
(NACADA)

National Association of  
Campus Activities (NACA)

National Association of College Admission  
Counselors (NACAC)

National Association for Developmental Education  
(NADE)

National Association of Colleges and Employers  
(NACE)

NAFSA: Association of  
International Educators

National Association of Student Financial  
Aid Administrators (NASFAA)

National Association of Student  
Personnel Administrators (NASPA)

National Association for Women  
in Education (NAWE)

National Clearinghouse for  
Commuter Programs (NCCP)

National Council Educational Opportunity  
Associations (NCEOA)

National Council on Student Development  
(NCSDE: A Council of AACJC)

National Intramural Recreational  
Sports Association (NIRSA)

National Orientation  
Directors Association (NODA)

Southern Association for  
College Student Affairs (SACSA)  
Associate Member

CRLA BOARD  
TELECONFERENCE MINUTES  
FEBRUARY 8, 1996  
ATTACHMENT H  
4 page 5

To: CAS Directors  
Presidents of CAS Member  
Associations  
Executive Directors of CAS Member  
Associations

From: Phyllis Mable

Date: November 28, 1995

Attached is the Executive Summary of the  
CAS Meeting held November 17 and 18. The  
next Meeting of CAS is scheduled for April  
26 and 27 in Baltimore.

CAS is making progress with future  
directions and efforts. We appreciate  
your involvement, as students are the  
focus of higher education and learning.

Enclosure

cc: Ted Miller  
Carmen Neuberger  
Bud Thomas



The Council for the Advancement of Standards (CAS) was established in 1979 and represents an ever-growing consortium of higher education professional associations. CAS was created to establish, disseminate, and advocate professional standards and guidelines on a nationwide basis for higher education programs and services.

CAS currently has 27 member organizations. These associations represent the vast majority of higher education student programs and services practitioners throughout the country and reflect virtually all student support service functions.

Individuals and institutions from the 27 CAS member organizations comprise a professional constituency of well over 75,000. No other body exists that so comprehensively represents and speaks for this important field of endeavor.

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## MEMBER ASSOCIATIONS

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American College Counseling Association (ACCA)  
American Counseling Association (ACA)  
American Association of College Registrars and Admission Officers (AACRAO)  
American College Personnel Association (ACPA)  
Association of College and University Housing Officers-International (ACUHO-I)  
Association of College Unions--International (ACU-I)  
Association for Counselor Education and Supervision (ACES)  
Association of Fraternity Advisors (AFA)  
Association for School, College and University Staffing (ASCUS)  
Association for Student Judicial Affairs (ASJA)  
Association on Higher Education and Disability (AHEAD)  
Canadian Association of College and University Student Services  
College Placement Council (CPC)  
College Reading and Learning Association (CRLA)  
National Academic Advising Association (NACADA)  
National Association of Campus Activities (NACA)  
National Association of College Admission Counselors (NACAC)  
National Association of Developmental Educators  
NAFSA--Association of International Educators  
National Association of Student Financial Aid Administrators (NASFAA)  
National Association of Student Personnel Administrators (NASPA)  
National Association for Women in Education (NAWE)  
National Clearinghouse for Commuter Programs (NCCP)  
National Council on Student Development (NCSA: A Council of AACJC)  
National Intramural Recreational Sports Association (NIRSA)  
National Orientation Directors Association (NODA)  
Southern Association for College Student Affairs (SACSA) (Associate Member)

Council for the Advancement of Standards  
c/o CAS Secretary  
2108 Mitchell Building  
University of Maryland at College Park  
College Park, Maryland 20742-5521



---

**COUNCIL FOR THE  
ADVANCEMENT OF  
STANDARDS IN  
HIGHER EDUCATION**

---

Place  
stamp  
here.

A Consortium of Professional  
Associations Promoting  
Quality Programs and Services  
for Students

---

## OUR PAST:

---

### WHAT CAS HAS DONE

---

CAS has established standards and guidelines for 19 functional areas of higher education programs and services. They have been published to provide direction and strategy for professional practice in higher education programs and services and for promoting quality programs and services for students. Each one includes a self assessment guide, along with directions for documenting the assessment, enhancing strengths, and recommending change and improvement.

CAS Functional Area Self Assessment Guides which are currently available:

1. Academic Advising
2. Admission Programs
3. Alcohol and Other Drug Programs
4. Campus Activities
5. Career Planning and Placement
6. College Unions
7. Commuter Student Programs
8. Counseling Services
9. Disabled Student Services
10. Fraternity and Sorority Advising
11. Housing and Residential Life
12. Judicial Programs
13. Learning Assistance Programs
14. Minority Student Programs
15. Recreational Sports
16. Religious Programs
17. Research and Evaluation
18. Student Orientation
19. Women Student Programs and Services

Although not available in the same format, CAS has published General Standards that provide the common core standards for all functional areas. The CAS Preparation Standards and Guidelines at the Master's Degree Level for Student Affairs Professionals in Higher Education were revised in 1992.

---

## OUR PRESENT:

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### WHAT CAS IS DOING

---

The CAS standards are serving higher education programs and services for students by providing:

- Measures of program and service effectiveness
- Designs for program and service development and assessment
- Criteria for institutional self-studies and preparation for accreditation
- Opportunities for staff development
- Directions for student learning and development
- Frameworks for accountability

CAS is continuing to update and add to its standards and guidelines. It is anticipated that standards and guidelines soon will be available for Financial Aid, International Student Educators, Student Records and Registration Programs, and Student Leadership Programs.

Currently, several of the functional area standards and guidelines are undergoing review and revision.

Additionally, a review of the General Standards which are incorporated with the functional area standards is being implemented. The current CAS initiatives recognize the need for visionary effort to keep standards and guidelines current.

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## OUR FUTURE:

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### WHAT CAS WILL DO

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The work of CAS will always be ongoing. The standards and guidelines must change as the knowledge and tasks associated with each functional area and higher education programs and services continue to evolve.

In 1994, CAS will celebrate its fifteenth anniversary. As the year 2000 approaches, the work of CAS will continue to have significant impact, especially as institutional effectiveness, student learning, and assessment become even more crucial.

The CAS initiatives to create, revise, and disseminate professional standards and guidelines for higher education programs and services have become essential tasks. Through the work of CAS, the education of college students will continue to be enhanced.

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## FOR MORE

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### INFORMATION

---

Contact:  
CAS Secretary  
2108 Mitchell Building  
University of Maryland at  
College Park  
College Park, Maryland 20742-5221  
301-314-8428

---

## TO ORDER

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### CAS MATERIALS

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Self Assessment Guides may be ordered from the above address. A complete set of Self Assessment Guides is \$50.00. A training manual entitled "Putting the CAS Standards to Work" will be included with the complete set of Self Assessment Guides, as long as a supply is available.

Single Functional Area Self Assessment Guides may be ordered at \$5.00 each.

Orders must be prepaid in U.S. dollars by a check or money order made payable to CAS.

COUNCIL FOR THE ADVANCEMENT OF STANDARDS IN HIGHER EDUCATION

Executive Summary

Meeting: November 17 and 18, 1995

The Council for the Advancement of Standards adopted Standards and Guidelines for International Student Programs and Services and for Registrar Programs and Services. These Standards and Guidelines were prepared with leadership from NAFSA: Association of International Educators and the American Association of College Registrars and Admission Officers. The CAS Protocol for developing new CAS Standards and Guidelines was executed by the Development Teams (CAS Directors) who assisted in developing these Standards.

Much of the CAS meeting was devoted to discussing and designing the future directions of CAS based on the Strategic Plan prepared by a CAS Committee in August 1995. The Plan focused on two primary areas: improving the CAS operation, structure, and delivery of products and services and enhancing the usability, productivity, and visibility of the CAS effort in the higher education community. The Executive Committee was charged with developing and distributing a plan for publishing the CAS Standards and Guidelines in complete form and format in the next year (or so). Some form of technology will be explored along with the actual publication of the Standards. Exploration of a registry for practitioners and preparation programs will continue to be considered. The primary exploration will consist of developing Standards appropriate for registry qualification.

The CAS LISTSERV will become an important vehicle for the CAS Directors to conduct business between and prior to meetings. Prior to the April Meeting, additional work will be done on the Strategic Plan, particularly the directions and efforts that will influence Standards that enhance the quality of a student's total learning experience in higher education.

The tax exempt status of CAS has been clarified and confirmed. CAS Review Committees have been appointed to review and revise the Academic Advising and Learning Assistance Programs Standards. A Development Team has been appointed to develop Financial Aid Standards in conjunction with the National Association of Student Financial Aid Administrators.

The next CAS Meeting is scheduled for April 26 and 27 in Baltimore.

Prepared by,

Phyllis Mable  
CAS President

Message 2/14 From Rosanne Cook

Jan 8 '96 at 10:59 am -360

Return-Path: <rcook@saunix.sau.edu>  
X-Sender: rcook@198.49.168.1  
Mime-Version: 1.0  
Date: Mon, 8 Jan 1996 10:59:01 -0600  
To: mulcahy@cse.bridgeport.edu  
Subject: Deadline for Kellogg Scholarship (CRLA)

CRLA BOARD  
TELECONFERENCE MINUTES  
*FEBRUARY 8, 1996*  
ATTACHMENT *I*  
1 page

Pat,

I recently received an inquiry about the Kellogg Scholarship offered by CRLA which prompted the realization that the summer deadline we agreed on earlier for Scholarships and Awards will not work for this particular one. In order to use the scholarship to the Kellogg Institute, the applicant has to be nominated by CRLA and accepted by the Kellogg Institute by March 15. So for this particular grant, I would like to revise the deadline to March 1 for this year and for subsequent years.

Would you let me know if you see any problem with this deadline? It does create the difficulty of promoting two deadlines for awards but I don't see how that can be avoided.

Hope 1996 is off to a good start for you!

Rosanne Cook  
St. Ambrose University  
Davenport, Iowa

**BMAI**

CRLA BOARD  
TELECONFERENCE MINUTES  
FEBRUARY 8, 1996  
ATTACHMENT J  
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**Burnison Martello & Associates of Illinois, Inc.**

*Organization Management*

100 East Madison Avenue • Suite 300

Chicago, Illinois 60601-3821

Phone 312-541-1271 FAX 312-541-1271

December 18, 1995

Patricia I. Mulcahy-Ernt, Ph.D.  
College Reading & Learning Association  
University of Bridgeport  
School of Education and Human Resources  
South Hall  
Bridgeport, CT 06601-2449

Dear Dr. Mulcahy-Ernt:

Enclosed please find information about Burnison Martello & Associates of Illinois. We would be very happy to talk with you and the Board of Governors of the College Reading & Learning Association and discuss our working with you to provide membership management.

Please feel free to call either of us if you should have any questions or need any further information.

Sincerely,

  
Judith C. Burnison

  
Ira J. Chasnoff

**BMAI**

**Burnison, Martello & Associates of Illinois, Inc.**

*Association Management*

200 North Michigan Avenue • Suite 300

Chicago, Illinois 60601-3821

312-541-1272 FAX 312-541-1271



## Introductory Management Services Proposal

for

## College Reading & Learning Association

Presented by

**Burnison, Martello & Associates of Illinois, Inc.**

Judith C. Burnison  
Chief Executive Officer

Ira J. Chasnoff  
Executive Vice President

200 North Michigan  
Chicago, IL 60601  
312/541-1272

December 18, 1995

# **Burnison Martello & Associates of Illinois (BMAI)**

Burnison Martello & Associates of Illinois (BMAI) is a growing, medium-sized, full-service association management firm which prides itself on the individual attention given to each client. The College Reading & Learning Association's mission to provide a forum for the interchange of ideas, methods, and information to improve student learning and to facilitate the professional growth of its members is an ideal we as a management company can appreciate, for the senior members of BMAI have their roots in the university education setting. BMAI would be interested in being your partner to nurture the type of growth needed to take CRLA forward.

## **BMAI . . . WHO WE ARE**

### **Our Mission**

Our mission at Burnison Martello & Associates of Illinois is to provide:

- educationally-oriented
- innovative
- creative
- forward-thinking

leadership to guide and support our association clients as they shape their professions and industries.

BMAI's mission and management strategy rest on our belief that education and training are the change agents for our associations and their professional members. Our senior staff all have strong backgrounds in academia, and many maintain teaching appointments at Chicago area universities. We have used this experience to the advantage of our professional associations, some of whose members are university-based, by helping them develop programs that enhance faculty development and individual growth through continuing education.

BMAI wants partner with its clients. In practical terms, our business philosophy is based on a broad and deep understanding of the business of the associations we manage. Our role is to provide the Board of Directors of an association with information and alternative approaches to all issues so that the Board then makes an informed decision. Our next job is to implement that decision. This engenders proactive two-way communication.

With this innovative and forward-thinking philosophy and our strong background in higher education, we can help CRLA take a fresh look at its mission, direction, and effectiveness and develop a membership management strategy that will promote growth and retention of membership. We want to help you address problems and challenges in a new light and perhaps "go outside the square" for solutions.

### **Our Philosophy**

We believe that association management is a relationship business. Our relationships with association leaders, volunteers and administrators are crucial. When those relationships are good, the association moves forward. When those relationships are not, the association stagnates. That is when a change in management becomes important to the continued growth of an organization. We want to make sure that our clients understand our commitment to strong, positive management relationships.

We understand that a significant part of our relationship with our clients is as guides and advisors who work **with** you and **for** you. We know that the association belongs to its elected leaders. And we understand from your proposal that any management firm CRLA hires must respect that CRLA sets policy, procedure, and guidelines and that the management firm executes those directives. Clear lines of authority are important to both the association and its management firm.

Our expertise, experience and innovation in management and relationship-building can help the College Reading & Learning Association meet its goals. We would be proud to be your partner for the future.

### **Our Strengths**

#### *We manage to find solutions*

BMAI provides innovative leadership and creative problem-solving strategies with tried and tested administrative systems. We bring decades of experience and flexibility to the table. We offer **real** solutions to CRLA's **real** problems. We want to do more for our clients than maintain the status quo. We pride ourselves on being an association "management" company, not an association "maintenance" company. In this vein, we can offer CRLA a national headquarters office in either Chicago or Washington, DC. The location decision that can be made by the CRLA Board of Governors based on the needs and future directions of the association.

### *We care*

CRLA has a range of association management firms from which to choose. We feel our combination of skills sets us apart. As a medium-sized company, we are large enough to offer you the full range of services, but we are small enough to give you personal attention. We know our clients and we care about their issues and concerns, and we will never allow ourselves to get too big.

### *We listen*

We listen intently to the association's leaders and members to determine their concerns and issues. Then we develop plans to address those specific areas. Our initial conversations with CRLA tell us that you want **supportive, accessible, responsive** administrators to assist an active, involved volunteer leadership. That administrative support must help CRLA as it looks toward a set of new initiatives.

BMAI provides administrative support that is based on continuing two-way communication with the association leaders, not just at Board meetings. We prepare and distribute monthly activity reports outlining what has been done, what remains to be done and concerns we have about projects or people.

We are accessible. We have E-Mail to allow leaders and members to reach our staff quickly. Our inter-office electronic message system helps us expedite answers to all inquiries.

### *We can help*

BMAI's staff includes individuals with experience in all areas of association management, from administration to communications, meeting planning and membership development. We have helped organizations establish and implement national, regional and state conferences and workshops. We know how to coordinate volunteer leadership and how to train and prepare volunteers for roles in implementing programs at the grassroots level.

? Enhanced marketing, both internal and external, is an important next step for CRLA. BMAI could help develop marketing plans for membership enrollment and retention. We can provide direct marketing services for mail or telephone membership campaigns. Association leaders have little time to actually do the "selling" part of such a marketing plan, so we provide the necessary follow-through.

## WHY AN ASSOCIATION MANAGEMENT COMPANY?

*"I can do that."  
A Chorus Line*

Although referring to a young boy's view of a dance class, this lyric from *A Chorus Line* pretty well sums up many association members' views toward professional association management. However, as associations grow and mature, the need for professional management becomes very real, for day to day management issues can deplete the energies and commitments of a volunteer Board of Directors and committees.

### **Management Options: Volunteer vs. Professional Staff**

Many associations are run entirely by volunteers. There are several advantages to this: membership interest, support and pride are increased; volunteers are acutely aware of member needs so that the association is able to design products and services that the members are interested in; and operational costs are relatively low.

However, although the contributions made by volunteers to the association are great, there are significant limitations in depending entirely on volunteers. Many volunteers lack the specific skills needed by an association to achieve its goals. There also tends to be a relatively rapid turnover in volunteer workers so that the association's long term goals and stability may be relegated to a secondary level. The continuity required to establish consistent means of membership contact and communication is lost when these responsibilities are left to successive volunteers. Most importantly, a significant limitation of volunteer run associations is a lack of accountability. Effective management depends on accountability, and although peer pressure and motivation may help build a sense of responsibility among a volunteer group, an employment contract and a planned annual performance review of the professional management company make accountability, continuity, and stability an integral part of the functioning of the association.

Although some members may argue for CRLA's continuing to rely on volunteers and an essentially consulting basis for its meeting planning and administration, the long term cost in inefficiency, lost members, and lost revenues far exceeds the cost of an association management company. Association management companies are for-profit companies who manage associations. That is our business. Thus, our success relies on the success of our client associations.

But our relationship with our clients goes beyond this simplistic approach. We are not content to sit back and "manage" an association. Rather, we seek the elements that engender members' excitement and commitment to the association and help to translate that into a vision that all members can share. From this vision, goals with measurable objectives can be defined, and the association can move forward on a determined course.

## **Professional Management and CRLA Members**

CRLA's decision to move to professional management for its membership services should center on the specific needs and goals of the association and the answers to some basic questions:

- Is there enough management expertise among the membership to manage an association?
- Is the membership willing to volunteer their time on a continuous and long term basis?
- What current activities and services is the association engaged in and what is the plan for expanding those activities and services?
- What is the role of the Board of Governors? Is it to look at the big picture and plan for the future of the association or is it to manage the hundreds of details that complete follow through on every project necessitates?

The answers to these questions can provide a basis for deciding to seek professional management. First, however, it is important that the Board and the members understand the role and responsibilities of the professional management staff in relationship to the volunteers and as related to the role and responsibilities of the elected leadership. CRLA's board members are trusted with the responsibility of translating the events and climate of their profession into member needs. Based upon these needs, the board creates the basic policies and direction of the association. Other responsibilities of the Board of Governors include:

- ensuring that the needs of members are met through policy, program and services development
- approving and evaluating the programs and activities of the association
- selecting and hiring the professional management staff and monitoring and evaluating the staff's performance
- setting financial objectives and monitoring their achievement.

The professional management staff, led by the Executive Director, may be called upon by the Board of Governors to recommend association policies. This is because the professional staff can draw upon its knowledge of association operations to determine which policies and procedures will contribute most effectively and efficiently to the long term goals of the organization. Once a policy or program has been approved by the Board, the professional staff has a responsibility for its implementation. It is the function of the Executive Director to understand the goals of the Board and how a specific program helps meet these goals, to determine the cost of the program, to decide what staff will be needed to effectively implement the action, and then secure Board approval for the overall administrative costs and for the plan of action. The Executive Director then supervises the staff in the actual day to day administration of the program.

In the end, CRLA can reap the benefits of both volunteer leadership and professional management by developing two-way, proactive communication between staff and volunteers. Professional staff will take the initiative in areas of association management - publications, meeting planning, government affairs, membership recruitment and retention. The volunteer Board of Governors will take the initiative in developing long range planning and programs and services that address member needs and in setting the course for the association, deciding, via budget approval, how overall resources are allocated. Most importantly, freeing the Board of Governors from day to day administrative activities and allowing the Board to focus on decisions that make a difference to the course and direction of CRLA will provide a sound basis to the future of the organization and its impact on the profession of theatre in higher education.

## **BMAI . . . WE'RE PROUD OF OUR CLIENTS**

Our current clients include professional and trade associations from a range of professions:

- \* National Association for Perinatal Addiction Research and Education
  - doctors
  - nurses
  - social workers
  - program dir.
  - psychologists
  - healthcare professionals
  - agency dir.
  - public health professionals
  - social service professionals
- \* National Reading Conference
  - educators
  - research professionals
- \* Chicago Association of Direct Marketing
  - professionals from direct marketing
  - advertising professionals
  - sales professionals
- \* The Network
  - destination management companies
- \* International Lactation Consultant Association
  - professional lactation consultants
  - nurses
  - physicians
- \* Association for Theatre in Higher Education
  - professionals involved in theatre education at the university level
  - professionals in theatre

Our experience in association management goes well beyond our current client list. Having worked in other management firms or with free-standing associations, our leadership team has years of experience managing both trade and professional associations.

## **WHAT WE'VE DONE FOR OTHER CLIENTS**

We are proud of providing goal-directed, innovative services to our clients. Here are a few examples of how sound management techniques and innovative thinking have helped our clients and could help CRLA, too.

### **Proactive Management**

In September 1987, Northwestern University sponsored the second national conference for healthcare professionals working with perinatal substance abuse. Problems, concerns and issues had been identified, but no one knew how to proceed.

Judi Burnison and Ira Chasnoff incorporated a new professional association to meet this need. The National Association for Perinatal Addiction Research and Education (NAPARE) was "born" September 20, 1987. A Mission Statement and Bylaws were written; board members were chosen; 501(c)(3) status was granted -- and NAPARE was on its way.

NAPARE has grown from an idea in 1987 to a successful association, with a 1994 budget of \$2.7 million and a dedicated full-time staff of 19 healthcare professionals and a part-time staff of seven.

NAPARE is the premier national organization dealing with perinatal substance abuse and the subsequent development of the affected child. Family and educational programs have been developed, the first in the field. The clinical research that NAPARE conducts helps shape policy at the federal, state, and community levels.

### **Membership Analysis: Planning for Growth**

The National Reading Conference (NRC) is a mature association that needed to increase membership dollars but was uncomfortable with changing its size. As the premier research organization in the reading/literacy educational field, NRC did not want to become a giant such as the International Reading Association. It feared to increase dues for graduate students and new university faculty. To remedy this dilemma and search for possible solutions, BMAI:

1. researched the number of years each member had been teaching or working since completing graduate school;
2. researched the number of members in each category;

3. researched how many graduate students joined as regular members after completing doctoral studies;
4. researched how many new graduate students joined each year.

After reviewing the data, we designed a pilot volunteer project to increase dues based on members' ability to pay.

The sliding dues scale was based on the number of years a member had worked in the field of reading research. Members were asked to pay dues that they individually selected from \$5 to \$100 above the regular dues of \$70. Newsletter articles, membership applications, and dues notices encouraged participation in this voluntary plan -- and, of course, members talked to members about the levels of contributions.

The results were overwhelming! Nearly 15% of the association's membership took part in the contribution project.

Another member-driven revenue project asked for contributions from senior members of the organization who were also successful text book authors. The organization changed tax status to a 501(c)(3) in order to allow anyone to make a tax-free contribution to the association. The result of this member campaign was another \$14,000 in revenue.

NRC initiated a new awards program to honor those performing outstanding graduate research. The award was named after the member who made the largest contribution.

These two new revenue sources -- all without increasing dues -- brought in 18% more revenue.

The Board's other goals were also met -- graduate students could start at the lower dues level, dues were not increased, and the membership base was not expanded beyond its current level. All in all, a successful program!

### **Volunteer Coordination and Communication**

The Chicago Association of Direct Marketing (CADM) was extremely proud of the reputation of its annual conference. Nearly 3,000 individuals attended, and approximately 200 exhibit booths were sold. To ensure success and to coordinate extensive audio-visual and programming support, CADM had retained an outside special events consultant. The CADM leaders needed to insure that the event would be the financial and image-building success it had always been.

When CADM signed on with BMAI, BMAI staff talked with volunteers about what needed to be done for the conference and when. We gave them strategic information. We kept them informed of our activities and let them know our concerns. The conference became an internally planned event.

The conference was an overwhelming success. The volunteer leadership agreed that the image of the association was not only maintained, it was enhanced. As a result of the coordination and communication efforts, CADM felt comfortable with the service provided and saved the funds used to hire outside consultants.

At the start of the project, BMAI staff could have just said, "trust us." But rather than say it, the staff proved they had earned CADM's trust, and saved them money, too.

### **Building Conference Attendance**

A professional association client was watching its conference attendance decrease each year, even though association membership was growing. As a result of the decreasing attendance, exhibitors were increasingly reluctant to rent exhibit space. The overall result was a marked decrease in conference-related income...a very important issue for the organization.

Our approach was to reorganize the conference. Attendees and exhibitors said the conference was too long. Individuals could not afford to be away from their offices for so many days. We developed new programming schedules that reduced the conference from five days to three without sacrificing quality education.

We worked on upgrading programming quality. We developed programming tracks that appealed to general areas within the profession and added special interest seminars that dealt with very specific areas of member concerns. We enhanced and custom-tailored programming to meet more member needs.

Finally, we upgraded the conference's image. We used multimedia approaches to sell the association and membership benefits. We used thematic modules to stage events. By bringing a higher level of professionalism to the look and feel of the meeting, we also made members proud to be there and proud to be members.

The results? The attendance nearly doubled in three years. Exhibit space increased to sold-out capacity with a waiting list -- unheard of prior to the changes. A secondary result was an increase in association membership. Not only was the conference a selling point for nonmembers, but members were so pleased with their conference that they became active promoters of the organization!

### **BMAI . . . SERVICES WE PROVIDE**

Although you are interested in only membership management services from BMAI, we would like to present the full range of services our company provides so that you will understand the full context of our relationship with our associations. From our complete menu of services, we will be happy to work with you in any of the areas you choose:

### **Association Administration**

- The telephone is every member's entry point to the association. We make sure that members receive courteous, friendly phone presence 100% of the time from all personnel. This makes members and potential members feel welcome and appreciated.
- Our receptionist answers routine phone calls from members about meeting registrations or payment receipts.
- Staff members (not just the membership/registration specialist) respond to questions about membership, make address corrections, verify meeting registrations or answer any of the myriad questions from members.
- Phone calls are returned within one working day.
- All member inquiries and requests are responded to immediately.
- Requests for service are handled immediately or referred to the appropriate staff for follow-up. Keeping members satisfied is everyone's job here.
- Staff continuously update names and roles of association leaders, dates and information on upcoming events, etc., so that we can instantaneously respond to a member inquiry.

### **Membership and Information Services**

- We maintain a fully computerized office and all staff members are connected to its network. The network provides each staff member with ready access to association information . . . and to each other.
- Our capabilities include constant updating of individual membership files to include leadership positions held, meetings attended, and other pertinent member information.
- Meeting registration information is pulled from membership data so we know attendee membership status immediately.
- We maintain a computerized calendar on all association activities.
- A complete and current membership list is kept up to date and utilized for all mailing lists, dues reminders, and related activities. A supplemental "prospects list" is also maintained to provide a source for potential new members and possible sources of corporate or foundation support.
- Dues renewals are sent out on a predetermined schedule with retention of members a key goal.
- We maintain a private electronic bulletin board service for two of our associations and utilize electronic mail to enhance communication between the association office, members, and the Board of Directors.

### **Board of Governors, Officers and Committees**

- Communication between officers and staff is established and maintained through monthly administrative reports.
- We provide accurate and timely financial information that is key to decision-making.
- Key staff leaders attend all board/executive committee meetings armed with accurate information, participate in discussions and offer suggestions or commentary when appropriate.

- Our experience in developing and presenting leadership enhancement programs can help CRLA leadership get the most from the volunteer positions.
- We know the importance of bylaws and policy manuals, how they are developed, and how they can be used.
- We help boards and officers coordinate the nominating process and suggest ways to help new leaders.
- Committee job descriptions are prepared so incoming committee chairs have a clear idea of what's expected of them **before** they accept the position.
- We offer committee chair training that helps volunteers understand the overall goals of the organization and where they and their committees fit into the big picture.
- Our staff is experienced in guiding association leadership through the process of strategic planning, laying out long and short range goals and developing an action plan to reach those goals. This will be especially important as the merger of the three organizations into one organization takes place.

### **Continuity Procedures**

- By setting up and maintaining comprehensive masterbooks of all association activities, we create an historical system that lets future leaders know what has been done.
- All past and current records are stored at BMAI's headquarters.
- BMAI works with officers to develop and implement leadership training sessions for new leaders.
- BMAI has developed officer training manuals, such as a Treasurer's Manual, which gives incoming Treasurers complete, detailed information on chart of accounts, bill processing and payment, check-signing, monthly financial reports, cash flow reports.

### **Public Affairs and Legislative Relations**

- BMAI maintains an office in Washington, DC, staffed with a public affairs specialist who has worked with policy development at the state and national levels.
- We have staff capability to monitor key legislative activity to keep the Board and members of CRLA aware of what is happening when it happens.
- We can develop and present training and education programs to help volunteers develop an understanding and awareness of how they can impact legislation at the state and federal levels.
- Because of our Washington, DC, office, we can arrange for individual or group visits to "the Hill" or organize a "day in Washington" to identify key legislation and legislators.

### **Financial Management**

- BMAI has a staff of trained, experienced financial professionals who maintain and monitor our clients' financial activities. We use that expertise to help clients implement better budgeting or financial tracking systems, cash flow analysis, or cost-effectiveness in all volunteer areas.
- We work with clients to develop budgets and efficient accounting systems that are easy to understand.

- For clients with volunteer purchasing responsibilities, we've introduced purchase order systems to keep volunteer purchases on target and within budget.
- We also provide training sessions to help everyone understand financial responsibilities and their impact on the overall association.
- We help clients with long and short-term financial issues such as tracking cash flow.
- We can recommend how to decrease expenses and increase income or a combination of both.
- We treat our clients' bottom lines as we treat our own. We are excellent stewards.

### **Accounting**

- BMAI will deposit checks, pay bills, and reconcile all bank statements.
- BMAI will prepare and submit a monthly financial statement to the Board of Governors.
- We will prepare two-signature checks for the treasurer and the Executive Director with appropriate supporting documentation.
- BMAI will file appropriate yearly tax forms and will prepare information for the yearly audit.
- BMAI will establish a credit card account as a method of payment for members for dues or other membership receivables.
- The department uses CYMA accounting software and all accounting staff are networked and cross-trained so questions get answered by any member of the department.

### **Publications, Public Relations and Marketing**

- We design and produce newsletters for our clients.
- We can help clients redesign existing publications with new formats, new content, or a new look to upgrade or enhance the association's image.
- We work with a number of printing companies who provide high quality, cost-effective, timely service.
- We work with our clients to plan, develop and implement the most effective public relations efforts that will meet their goals.
- We write copy for brochures that promote meeting attendance, expand membership, sell products or services.
- We can design and implement media and marketing strategies that get results and further the goals of CRLA.
- We identify key contacts, evaluate previous activity, establish long and short term goals and develop strategic promotion plans to meet those goals.

### **Conference and Meeting Planning**

- All meetings, including conference phone calls, are included in a master, computerized calendar and are distributed monthly to all board members and volunteer leadership.
- Staff members provide support with participation, minutes or follow-up notes for key meetings as assigned.

- BMAI provides conference space (6 rooms with capacity up to 30) so leaders have an opportunity to see their headquarters and meet with appropriate staff in a convenient down-town location.
- We plan and execute meetings and special events from conventions to major fund-raisers.
- We can provide everything from speaker suggestions to full program development.
- We have systems for planning and implementing events including speaker negotiation and follow-up, sites, food and beverage, hotel specifications, care and handling of VIPs, exhibit sales and management, on-site management of meetings from 10 to 5000.
- We provide support for volunteer committees in planning conferences or special events.
- We develop marketing plans to increase convention attendance or exhibit sales, brochures and other promotional materials.
- BMAI has a close working relationship with many of the major hotel chains in the country which results in a guarantee of outstanding service at the lowest possible price. We also have a relationship with major city convention centers and offices of tourism. We can thus negotiate for sites large enough to serve as a conference city and suppliers to make sure that CRLA meetings and events are as profitable as possible.
- We plan events that make the most of the bottom line **without** sacrificing quality or originality. We pride ourselves on working creatively within limited budgets.
- Meeting management will include all of the administrative tasks involved in conducting the annual election of Board members and officers.

#### **Fund-Raising**

- We have experience in developing fund-raising projects for corporation or in-kind contributions, events, grants and contracts.
- We can develop and implement a fund-raising strategy tailored to the needs of CRLA.

#### **Developing Alliances**

- We help identify programs and activities to strengthen coalitions with other organizations.
- We establish communications systems that keep coalitions alive and thriving.
- We understand the importance of alliances and help identify regional, national, and international organizations to be considered for developing new cooperative efforts.

### **OUR FACILITIES AND TECHNICAL CAPABILITIES**

BMAI recently moved to 20,000 square feet of renovated office space at 200 North Michigan Avenue in Chicago. Our new headquarters increases space for our research library, file/work room, convention services work room, computer room and conference rooms.

We now have five conference rooms for meetings of from two to forty people and two service kitchens to facilitate breakfast, luncheon, or dinner meetings. These rooms are provided to clients at no additional cost. We have an office set aside for any visiting president, board member or committee chair to use when a temporary working office may be needed.

BMAI is fully computerized with a networked system that allows every staff member to process information quickly and cost effectively. The network facilitates internal communication by giving staff access to each other. We use a NOVELL 3.11 network composed of a combination of Compaq 386 and 486 servers, 24 IBM Compatible workstations and numerous peripherals. A variety of software packages enables staff on the network and off-line to handle client accounts efficiently and cost-effectively. Word processing, spreadsheet, desktop publishing and database management packages are examples. Our system has unlimited flexibility and is continually re-evaluated to insure that we are providing the most efficient service to our clients.

Key software includes General Manager, a system of application modules designed by Association Technology International and customized specifically for BMAI. We customize the software to the specific requirements and preferences of individual organizations. Its modules are completely integrated, which eliminates the need for multiple data entries and saves work.

The Membership Manager module maintains a comprehensive relational data base of membership information. It is capable of defining and maintaining all data in a typical membership application form, membership change form, membership data surveys and any other data an association needs.

The Conference Manager allows us to plan, manage and analyze a meeting, seminar, convention or any group event; track break-out sessions within larger meetings; make travel arrangements or hotel reservations; input exhibitor information, and print name badges.

Membership and conference modules are completely integrated which eliminates the need for multiple entry.

BMAI employs a management information systems professional and two data entry staff full time.

## **BMAI . . . OUR MANAGEMENT TEAM**

BMAI manages its clients with a team approach. We select the most appropriate personnel from internal or external sources, for full or part time assistance as the client needs and budgets permit.

BMAI services are divided into several specialty areas or "service divisions." Services are drawn from any combination of these divisions:

- Financial services
- Membership/registration services
- Information management services

- Convention services
- Research and development
- Public policy
- Communications and public relations
- Administrative services

The purpose of our management team is to serve as ballast for the association. Our goal is to support the volunteer leaders of the organization. Based on individual leadership styles, we can be flexible and can fill the gap, recede or come forward, as needed. In other words, **we know when to lead and when to follow**. Once we become more familiar with your association, we will be able to select a management team that will best meet your specific needs.

### **THE NEXT STEP**

Once you have had the opportunity to review this information, we welcome the opportunity to meet with the College Reading & Learning Association's leaders to discuss BMAI, CRLA and our working together. Because we so strongly believe that we are in a relationship business, we feel it is very important to meet in person. We also feel it is important for potential association clients to get the opportunity to visit the offices of proposed management firms so you can see exactly what you're buying. We are excited about the possibility of working with you. We look forward to learning even more about your association and its current and future goals, and to working with CRLA toward our "partnering for the future."

CRLA BOARD  
 TELECONFERENCE MINUTES  
 FEBRUARY 8, 1996  
 ATTACHMENT K  
 2 pages

# TIME FOR TRANSFORMATIONS

of literacy communities, our knowledge about adult learning, of beliefs and practices  
 in college learning assistance programs, ourselves



## 28th Annual Conference April 5 - 9, 1995

Radisson Tempe Mission Palms Hotel  
 Tempe Arizona

### Conference Information

- [Conference Invitation](#)
- [Featured Keynote Speakers](#)
- [Pre-Conference Institutes](#)
- [Post-Conference Institutes](#)
- [Special Food Events](#)
- [Special Conference Events and Resources](#)

#### Concurrent Sessions

- [Friday Sessions](#)
- [Saturday Sessions](#)

As part of the technology at this conference, you can build your own World Wide Web page. Or, view the pages that have already been done!

### Explore the Internet

First stop, visit the [Maricopa Center for Learning and Instruction \(MCLI\)](#)...

- [About the Maricopa Community Colleges](#)
- [The World Wide Web InfoPage](#) (more than "surfing"?)
- [MCLI's Internet Hot Links](#)
- [Teaching and Learning on the World Wide Web](#)

- [Instructional Technology Resources](#)
- [Writing HTML](#)- a tutorial for creating web pages

Other stops on the InfoBahn...

- [U.S. Department of Education](#)
- [U.S. Library of Congress](#)
- [The White House](#)
- [Smithsonian Institution](#)
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- [Frequently Asked Questions \(FAQ\) about the WWW](#)

**Current directory is /pub/listserv/lrnasst**

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Up to higher level directory

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<u>lrnasst.stats</u>	156 bytes	Tue May 23 00:00:00	1995



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January 1996

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Note: Please forward all address, phone, and e-mail updates by February 15, 1996 for the March Quick Reference List to Dr. Patricia Mulcahy-Ernt, 220 West Flat Hill, Southbury, CT 06488.

## Notes of CRL*eh* MEETING

February 9, 1996 • 9:00 a.m.  
Southern Alberta Institute of Technology  
Penthouse

International Symposium on Teaching & Learning:  
*Changing with the Times*  
April 18, 19 & 20, 1996  
Kananaskis, Alberta, Canada  
The Lodge at Kananaskis  
(in the beautiful Canadian Rockies west of Calgary)

Copies to:

Tom Gier  
Karan Hancock  
Perry Franklin  
Karl Olsen  
Dorothy Gray  
Shân Robertson  
Marvin Trimble  
Denise Theunissen  
Betty Lambert  
Bev Biggeman  
Rosalind Lee

Feb. 15/96/km

In attendance:

Karl Olsen, SAIT  
Kathy MacDonald, SAIT  
Marvin Trimble, NAIT

Denise Theunissen, AVC Calgary  
Betty Lambert, LCC  
Bev Biggeman, Olds College

*The meeting opened to strains of "I Wanna be a Cowboy 's Sweetheart" by Miss Molly and the Tumbleweeds!*

### 1. Welcome and Introductions

(with areas of responsibility/volunteer)  
See list attached.

### 2. Additions/Approval of Agenda

### 3. Updates

#### 3.1 *Symposium-at-a-Glance* (Registration Booklet & Presenters)

3.1.1 extra copies of Registration Booklet (turquoise/white)  
available from Kathy upon request

All

3.1.2 extra copies of Session Description pamphlet (natural)  
available from Kathy upon request

All

#### 3.2 *Sessional Chairs*

3.2.1 Handled by Dorothy Gray (Grant MacEwan Community College). *Invitation to Chair a Session* published on page 7 of the Registration Booklet and distributed with the CRLA's Fall 1995 (Vol. XIX, Issue 1) newsletter and distributed with the CRLA Cdn. Region N/L Jun 95.

3.2.2 19 symposia

3.2.3 11 roundtables

3.2.4 How many chairs procured?

Dorothy

#### 3.3 *Registrations*

3.3.1 Kathy has received 36 registrations to date from CRLA Treasurer (Sandra Evans, College of the Mainland, Texas City, Texas)

3.3.2 One of the 36 registrants has purchased one additional banquet ticket at \$35.00 US.

3.3.3 How do we handle banquet extras? We don't have tickets? It is my understanding the hotel counts heads and bills accordingly.

Help!

**3.4 Correspondence** (Roommates, travel info)

- 3.4.1 E-mail seems to be the most popular and efficient means of communication.
- 3.4.2 Kathy will snail mail "natural" pamphlet to all presenters next week. They (those who have access) have received the descriptions by e-mail.

Kathy (*done Feb 12*)**3.5 Evaluation Forms**

- 3.5.1 Kathy read the evaluation forms received from Tom Dayton, CRLA Evaluations Chair. It was agreed the forms as presented (and attached here) are acceptable as a general evaluation. Kathy will fax Tom Dayton. Box to receive general evaluations at close of symposium will be place on registration desk.
- 3.5.2 Discussion ensued as to whether the individual sessions would have evaluation forms. Since this meeting, it has been confirmed that the CRLA already have individual no-carbon-required evaluation forms, also provided by Tom Dayton. Kathy to contact Tom Dayton with quantity required for each session of the Symposium.

Kathy (*done Feb 12*)

Kathy

Kathy

**3.6 Expense Claim Form**

- 3.6.1 Kathy distributed a copy of the CRLA's **Reimbursement Form** to all.
- 3.6.2 Fax the completed form and substantiating invoice/receipt to Tom Gier, Symposium Manager, University of Alaska Anchorage, who then faxes Sandra Evans, CRLA treasurer. Mail the originals to Sandra Evans.

**3.7 Contact with Keynote** (Journal article)

- 3.7.1 Perry Franklin is our contact with the keynote speaker, John Ballheim.

Perry

**3.8 Albuquerque Fall Conference**

- 3.8.1 The planners of the CRLA's Fall Conference to be held in Albuquerque will have preliminary conference information including hotel registration info. We will accommodate them by having a table in the Registration area dedicated to their conference. As with the registration tables, this too, will move to the "conference foyer" by ballroom/meeting rooms.

Shân

<p>3.9 <b>Paraphernalia</b> (Badges, ribbons, flowers, pins, name tags, tote bags)</p> <p>3.9.1 <b>Badges/Name Tags:</b> Name badges will be simple string style acetate holders.</p> <p>3.9.2 <b>Ribbons:</b> Printed ribbons for Symposium Planning Committee members/volunteers, Presenters, CRLA executive(?) proposed. Kathy to investigate.</p> <p>3.9.3 <b>Flowers:</b> weren't discussed.</p> <p>3.9.4 <b>Pins:</b> Kathy to locate inexpensive maple leaf or flag pins, particularly for those working the registration desk.</p>	<p>Kathy</p> <p>Kathy</p> <p>Kathy</p>
<p><b>4. New Business</b></p>	
<p>4.1 <b>Hospitality Host</b></p> <p>4.1.1 <b>Miss Molly and the Tumbleweeds</b></p> <ul style="list-style-type: none"> <li>• Karl presented the audio tape and fee structure proposed by Miss Molly Enterprises Inc.</li> <li>• \$165 non-refundable deposit due &amp; payable to Miss Molly Enterprises Inc. by Feb. 23/96. Faxed to Tom Gier Feb. 14/96. Balance of fee \$728.45 to Molly Hamilton April 19/96. Total Fee \$835.00 + GST = \$893.45 Cdn.</li> <li>• 8:45 pm - 9:30 pm or 9:00 pm - 9:45 pm - Miss Molly Show (45 minute show)</li> <li>• 9:30 pm - 10:30 pm or 9:45 pm - 10:45 pm - Country Dance Music focusing on line dancing.</li> <li>• Timing assumes a 15-minute break per hour.</li> <li>• Group to set up between 7:30 pm - 8:00 pm.</li> <li>• Marvin to contact Molly Hamilton (Phone: (403) 242-8849, Fax: (403) 249-9744, to finalize scheduling.</li> </ul> <p>4.1.2 <b>Wed., Apr. 17, 6-10 pm, Hospitality Evening</b>  <b>Rm. 3016 Hospitality Suite (Marvin's room)</b></p> <ul style="list-style-type: none"> <li>• budget \$300 US: \$100 food, \$200 beverages</li> <li>• program</li> </ul> <p>4.1.3 <b>Thur, Apr. 18, 7-8 pm Welcome to Canada Reception</b>  <b>Bronze Room</b></p> <ul style="list-style-type: none"> <li>• budget \$1100.00 US</li> <li>• Discussed re Miss Molly performing after banquet instead of at this reception.</li> <li>• program activities coordinated by Bev Biggeman</li> </ul> <p>4.1.4 <b>Fri., Apr. 19, 9:00 - ? Reception after Banquet</b>  <b>Rm. 3016 Hospitality Suite (Marvin's room)</b></p> <ul style="list-style-type: none"> <li>• budget \$200 US: beverages only</li> <li>• program: mingle</li> </ul> <p>4.1.5 <b>Fri., Apr. 19, 6:45-8 pm Banquet</b>  <b>Gold Room (may spill over into Silver)</b></p> <ul style="list-style-type: none"> <li>• menu (Western Buffet DB5)</li> <li>• introduction/thanking of keynote speaker</li> </ul>	<p>Marvin</p> <p>Kathy</p> <p>Shân</p> <p>Marvin</p> <p>Marvin</p> <p>Bev</p> <p>Perry</p>

<ul style="list-style-type: none"> <li>• CRLA executive member(s) to speak?</li> <li>• Vince Orlando, Albuquerque Conference Chair to speak?</li> <li>• podiums or mikes?</li> <li>• photographer?</li> <li>• ticket to banquet only: \$35.00 US</li> </ul>	<p>Karl</p> <p>Karl</p> <p>Shân</p> <p>Perry</p>
<p><b>4.2 Transportation</b></p> <p><b>4.2.1 One van/one week</b></p> <ul style="list-style-type: none"> <li>• Karl suggested renting one van for the week and hiring someone to drive it, wait at the airport, and to be available at Kananaskis once all have arrived. We would pay the driver/messenger \$10 Cdn./hr. Driver must be over 25 yrs. of age.</li> </ul> <p><b>4.2.2 Airport Valet</b> - Karl suggested having one person at the airport to meet incoming flights for the first few days.</p> <p><b>4.2.3</b> Transportation arrangement <b>details</b> are outlined on page 11 of the Registration Booklet. Tom Brown is the contact person for <i>The Checker Group</i> (403) 299-4951.</p> <p><b>4.2.4</b> Page 11 states we will be supplying Tom Brown with arrival/departure information received from registration forms.</p>	<p>Karl</p> <p>Karl</p> <p>Karl</p> <p>Karl</p>
<p><b>4.3 Symposium Program</b> (<i>the printed one in Registration Packets</i>)</p> <p><b>4.3.1</b> Letter of greetings/welcome from the Premier has been received. Thanks, Dorothy.</p> <p><b>4.3.2</b> Letter of greetings/welcome from Mount Royal College President required.</p> <p><b>4.3.3</b> Letter of greetings/welcome from SAIT President required.</p> <p><b>4.3.4</b> Sessions will be described as they are in the "natural" pamphlet.</p> <p><b>4.3.5</b> Hotel and Kananaskis area maps will be included.</p> <p><b>4.3.6</b> Other suggestions welcome.</p>	<p>Kathy</p> <p>Kathy</p> <p>Perry</p> <p>Karl</p> <p>Kathy</p> <p>All</p>
<p><b>4.4 Registration Desk</b></p> <p><b>4.4.1</b> Wednesday and Thursday in Lodge's main lobby, remaining days in "conference foyer" by ballroom/meeting rooms.</p> <p><b>4.4.2</b> "On Site Recreation Director" signs at registration.</p> <p><b>4.4.3</b> "On Site Recreation Director"'s activities.</p> <p><b>4.4.4</b> Furnish with portable bulletin board for messages.</p> <p><b>4.4.5</b> Registration Packet/Envelope</p> <ul style="list-style-type: none"> <li>• Betty expressed concern that in the past, conference receipts were delayed and suggested that for this symposium they be in the registration packet. Kathy advised that Sandra Evans is mailing receipts out to registrants as registrations are received.</li> </ul>	<p>Kathy</p> <p>Marvin</p> <p>Shân</p>

- 4.4.6 Denise, Bev, Betty, Dorothy, Kathy will work the registration desk. Coordinated clothing would be nice—navy blazer, white top (t-shirt, blouse) and slacks (jeans or dress pants).
  - Denise
  - Bev
  - Betty
  - Dorothy & Kathy
  
- 4.5 **CRLeh Volunteers**
  - 4.5.1 LACA SIG
    - Bev
    - It was decided not to have an official LACA SIG meeting at the symposium. Any gathering to take place would be informal.
  - 4.5.2 Airport valet.
    - Karl
  - 4.5.3 One van/one week.
    - Karl
  
- 4.6 **Publicity and Advertising**
  
- 4.7 **Equipment Requests**
  - No report.
    - Shân
  
- 5. **Budget**
  - Kathy distributed a copy of the current budget as received by fax from Tom Gier Feb. 9/96. Copy attached.
    - Perry
  
- 6. **Other**
  - 6.1 **Room summary** (Map attached)
    - **Ballrooms:**

<ul style="list-style-type: none"> <li>Gold [325]</li> <li>Silver [225]</li> <li>Bronze [225]</li> </ul>	<ul style="list-style-type: none"> <li><i>Meeting Rooms: all set up theatre style, no tables [where will we be putting handouts?]</i></li> <li>Sinclair [80]</li> <li>Palliser [65]</li> <li>Dawson [65]</li> <li>Stewart [65]</li> </ul>	<ul style="list-style-type: none"> <li>} 145</li> <li>} 130</li> </ul>
--	---	--

      - Shan
  
  - 6.1.1 CRLA Board - **Pocaterra** Room [30]
    - furnish with bulletin board for messages
      - Shân
  
  - 6.1.2 Headquarters Room - **Walker** Room [30]
    - furnish with bulletin board for messages
      - Shân
  
  - 6.1.3 Chair/Facilitators Meeting Room - will share CRLA Board's **Pocaterra** Room
  
  - 6.1.4 **Storage** Room
    - Shân
  
  - 6.1.5 **Bronze** Room for the Thurs. 7-8 *Welcome to Canada* Reception.
  
  - 6.1.6 **Conference Foyer** is for Fri. 6-6:45 *No Host Bar* before banquet.

6.1.7 **Gold Room** (may spill over into Silver) for Banquet Fri. 6:45-8 pm.

6.1.8 **Rates:**

- Superior Room ..... single or dbl occ... \$ 79.00
- Deluxe Room ..... single or dbl occ..... 79.00
- Executive Suite ..... single or dbl occ..... 240.00
- Family Suite ..... single or dbl occ..... 200.00

6.1.9 **Rooms blocked** (*as of February 9, 1996*):

	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
	<i>17</i>	<i>18</i>	<i>19</i>	<i>20</i>
Superior Rooms	85	100	100	100
Loft Suites	5	5	5	5
Hospitality Suite	1	1	1	1

On March 15, 1996 CPHotels will resell rooms not taken.

6.2 **Telecommunication**

6.2.1 The possibility of acquiring a cellular telephone for a 1-week period was discussed. Experience tells us AGT's (Alberta Government Telephones) Mobility cellualars will operate within the mountainous areas of Kananaskis, whereas Cantel's will not. Karl to investigate cost and availability.

Karl

I left the meeting and campus at noon. Lunch was served in SAIT's Highwood Dining Room.

Please submit any errors or omissions. Thanks.

Kathy MacDonald  
kathy.macdonald@sait.ab.ca

## **CRLeh Committee Volunteers**

**1996 Symposium on Teaching & Learning: Changing with the Times**

**Kananaskis, Alberta • April 18, 19, 20, 1996**

February 14, 1996 • Page 1

*(for changes contact Kathy MacDonald at SAIT 284-7050)*

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Will serve on Registration Desk

## CRLeh Committee Volunteers

1996 Symposium on Teaching & Learning: Changing with the Times

Kananaskis, Alberta • April 18, 19, 20, 1996

February 14, 1996 • Page 2

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Keeps in touch with Presenters  
Types

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**Home Telephone**

**FAX**

**E-mail** [bbiggeman@LRC.oldscollege.ab.ca](mailto:bbiggeman@LRC.oldscollege.ab.ca)

Will serve on Registration Desk  
Will coordinate Welcome to Canada reception activities

**CRLeh Committee Volunteers**

**1996 Symposium on Teaching & Learning: Changing with the Times**

**Kananaskis, Alberta • April 18, 19, 20, 1996**

February 15, 1996 • Page 3

*(for changes contact Kathy MacDonald at SAIT 284-7050)*

**Theunissen Denise**

LD Coordinator  
Learning Assistance Centre  
Alberta Vocational College  
332 Sixth Avenue S.E.  
Calgary, AB  
T2G 4S6

**Work Telephone** (403) 297-4804

**Home Telephone**

**FAX** (403)

**E-mail** [dtheunissen@avc.calgary.ab.ca](mailto:dtheunissen@avc.calgary.ab.ca)

Will serve on Registration Desk

Will contribute to Welcome to Canada reception activities

**Lee Rosalind**

CRLA Secretary  
Academic & Career Preparation Dept.  
Kwantlen University College, Richmond Campus  
8771 Lansdowne Road  
Richmond, BC  
V6X 3V8

**Work Telephone** (604) 599-2706 Voice Mail 9521

**Home Telephone**

**FAX** (604) 599-2716

**E-mail** [rosalind@kwantlen.bc.ca](mailto:rosalind@kwantlen.bc.ca)

Has pulse on current CRLA membership

# International Symposium on Teaching & Learning: *Changing with the Times*

April 18, 19 & 20, 1996  
Kananaskis, Alberta, Canada  
The Lodge at Kananaskis  
*(in the beautiful Canadian Rockies west of Calgary)*



COLLEGE  
READING &  
LEARNING  
ASSOCIATION

## Invitation to Chair a Session

If you would like to be a contributing CRLA participant by chairing a session, please provide the appropriate information and mail, by **February 1, 1996** to:

Dorothy H. Gray  
Division of Arts and Science  
Grant MacEwan Community College  
10700 - 104th Avenue  
Edmonton, Alberta T5J 4S2  
Canada

FAX: (403) 497-5347  
Phone: (403) 497-5353

E-mail: ~~JEANNOTTEL~~ @ADMIN.GMCC.AB.CA

*changed since publication*  
GRAYD

- Yes, I will CHAIR a session by
- welcoming session attendees
  - introducing and thanking presenters or members of a panel or symposium
  - coordinating the panel or symposium discussion
  - distributing and collecting evaluation forms
  - attending to room preparation for presenters
  - distributing handouts/materials
- Thursday, April 18     a.m.     p.m.
- Friday, April 19     a.m.     p.m.
- Saturday, April 20     a.m.

Name: \_\_\_\_\_

Institution: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City, Province/State, Postal/ZIP Code: \_\_\_\_\_

Work Phone: \_\_\_\_\_ FAX: \_\_\_\_\_

Home Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

*If you want a letter of recognition sent to your institution, please complete the following:*

Name of person receiving letter: \_\_\_\_\_

Title: \_\_\_\_\_

Institution: \_\_\_\_\_

Address: \_\_\_\_\_

City, Province/State, Postal/ZIP Code: \_\_\_\_\_

**FAX**



Southern Alberta  
Institute of Technology  
1301 - 16 Avenue N.W.  
Calgary, AB, Canada T2M 0L4

**LEARNING  
SKILLS  
CENTRE**

Voice: (403) 284-7050  
FAX: (403) 284-8062

**TO:**

**Tom Dayton, CRLA Evaluations Chair  
English Department  
American River College, Sacramento, CA  
Fax: (916) 484-8867  
Voice: (916) 484-8101**

**FROM:**

Kathy MacDonald  
Administrative Assistant  
Learning Skills Centre  
Southern Alberta Institute of Technology  
FAX: (403) 284-8062  
Office: (403) 284-7050  
E-mail: kathy.macdonald@SAIT.ab.ca

**DATE:**

February 12, 1996

**NO.  
OF PAGES**

Just this one.

Tom,

There are no changes to the Evaluation Forms you faxed to me 11/7/95. If you want to send me the masters, go ahead. I'll make copies and include them in the Registration Packets. We will also make sure there is a box on the Registration Desk at the close of the symposium to receive the completed ones.

Thanks,

*Kathy*

①

# FAX TRANSMISSION

AMERICAN RIVER COLLEGE  
ENGLISH DEPARTMENT  
4700 COLLEGE OAK DRIVE  
SACRAMENTO, CA 95841  
484-8101 OR 484-8107  
FAX: 484-8867

FAXED

To: Kathy Mac Donald Date: 11/7/95

Fax #: (403) 284-8728 Pages: 3  
(Including this cover sheet)

From: Tom Dayton  
American River College  
English Department

Subject: Evaluation of Symposium per  
Tom Gier

**COMMENTS:**

Please make corrections +  
Comments and fax the form back  
to me. I will make a camera  
ready copy for you and mail back  
for inclusion in the registration  
packet. Thank you, Tom Dayton

### 1996 Symposium Evaluation (continued)

#### 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 and 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 symposium                              E    G    A    P    N
- 4. Lodge location                                 E    G    A    P    N
- 5. Lodge accommodations                        E    G    A    P    N
- 6. Pre-symposium publicity (call, newsletter articles, ads)    E    G    A    P    N

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

**FUTURE SYMPOSIUM/CONFERENCE IDEAS/SUGGESTIONS**

Suggestions for speakers, scheduling, format, and location, etc.: \_\_\_\_\_  
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-----  
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**OVERALL SYMPOSIUM RATING**

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

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

**Tom Dayton**  
American River College  
4700 College Oak Drive  
Sacramento, CA 95841

## College Reading and Learning Association 1996 Symposium Evaluation: Kananaskis, Alberta, Canada

CRLA seeks your assistance in helping symposium planners improve future symposium meetings. Please answer the following questions, include comments, where appropriate, and return the evaluation to the box at the REGISTRATION DESK before leaving the symposium site.

**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  
 Other (please specify) \_\_\_\_\_

4. In which US state or Canadian province are you currently employed? \_\_\_\_\_

5. What type of position do you hold?

Check one:  Professor/  
 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)**



# REIMBURSEMENT FORM

## CRLA Federal I.D. No. 95 - 3177158

Please Print or Type Information

From: \_\_\_\_\_ Make payment to: \_\_\_\_\_

Address: \_\_\_\_\_ Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Total Amount Requested \$ \_\_\_\_\_

1. Please list below the amount for which reimbursement/payment is requested. Attach original receipts or bills for reimbursement.
2. The Treasurer will not issue a check without proper authorization.
3. All requests for reimbursement/payment must be made within 90 days after the expense is incurred and no later than May 31 of a given year for reimbursement within that fiscal year.

### Amount of Expenses or Services

Travel and/or Mileage	Hotels and Food	Telephone	Postage	Printing, Duplicating
Fees, Wages, Honoraria	Supplies	Advertising & Promotion	Other (Specify) _____	

Purpose of expenditure: \_\_\_\_\_

\_\_\_\_\_

Signature/Person Submitting \_\_\_\_\_

Signature/Officer \_\_\_\_\_

Office Held: \_\_\_\_\_

Office Held: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Check Number: \_\_\_\_\_

Date Issued: \_\_\_\_\_

Budget Category: \_\_\_\_\_

**CALGARY MUSICIAN'S ASSOCIATION**  
 Local No 547 A.F. of M.  
 AMERICAN FEDERATION OF MUSICIANS OF THE UNITED STATES AND CANADA  
 (hereinafter called American Federation of Music)

**AGREEMENT FOR CANADA**

**THIS AGREEMENT** for the personal services of musicians, made on February 9, 1996 between the undersigned purchaser, (hereinafter called the "*Purchaser*") and three musicians, (hereinafter called "*Musicians*") represented by the undersigned Representative;

**WITNESSETH THAT** the *Purchaser* contracts for the personal services of the *Musicians*, as musicians severally, and the *Musicians* severally, through their Representative, agree to render collectively to the *Purchaser* services as musicians in the orchestra/band under the leadership of Molly Hamilton, (hereinafter called the "*Leader*") according to the following terms and conditions:

Name of Group: **Miss Molly & the Tumbleweeds**

Place of Engagement: **Lodge at Kananaskis**

Date(s) of Engagement: **April 19, 1996**

Hours of Engagement and starting time: **8:45PM-9:30PM OR 9:00PM-9:45PM - Miss Molly Show (45 minute show)**  
**9:30PM-10:30PM or 9:45PM-10:45PM - Country Dance Music focusing of line dancing**  
 (Timing assumes a 15 minute break per hour)  
 (Group to set up between 7:30PM-8:00PM)

Type of Engagement: **Country Show and Dance Music**

Fee Agreed Upon: **\$835.00+GST=\$893.45 (GST # 136422839)**

To be Paid: **MAKE CHEQUES PAYABLE TO MISS MOLLY ENTERPRISES INC.  
 NON-REFUNDABLE DEPOSIT CHEQUE OF \$165.00 DUE FEBRUARY 23, 1996.  
 PLEASE GIVE BALANCE CHEQUE OF \$728.45 TO MOLLY HAMILTON ON  
 APRIL 19, 1996.**

The terms and conditions are set out in Schedule 1 (see reverse side) hercof and are part of this agreement.

**PURCHASER'S**

**CRLA INTERNATIONAL SYMPOSIUM  
 ATTENTION: KARL OLSEN  
 301 16 AV. N.W.  
 CALGARY, ALBERTA  
 T2M-0L4  
 PHONE: 403-284-8766  
 FAX: 403-284-8062**

**LEADER'S**

**MISS MOLLY ENTERPRISES INC.  
 ATTENTION: MOLLY HAMILTON  
 BOX 24, SITE 38, RR 12  
 CALGARY, AB T3E 6W3  
 PHONE: (403) 242-8849  
 FAX: (403) 249-9744**

*Molly Hamilton*

PURCHASER'S SIGNATURE

LEADER'S SIGNATURE

NAME OF MUSICIANS

MOLLY HAMILTON

TONY KLAZEK

DAVE GLOWASKY

LOCAL UNION NO.

547

547

547

**NOTE:** THIS FAX COPY/AGREEMENT CONSTITUTES A LEGAL AND BINDING CONTRACT.  
MISS MOLLY CASSETTES WILL BE AVAILABLE FOR PURCHASE THROUGHOUT THE ENGAGEMENT.  
SHOULD YOU REQUIRE AN ADDITIONAL HOUR OF DANCE MUSIC ON APRIL 19TH, THE RATE WILL BE  
\$105.00+GST PER HOUR PAYABLE ON THE NIGHT OF APRIL 19, 1996.

cont5109

### SCHEDULE 1

No performance on the engagement shall be recorded, reproduced or transmitted from the place of performance, in any manner or by any means whatsoever, in the absence of a specific written agreement with the American Federation of Musicians relating to and permitting such recording, reproduction or transmission.

On behalf of the Purchaser, the Leader will distribute the amount received from the Purchaser to the Musicians, including himself, as indicated in this contract or in place thereof on a separate memorandum supplied to the Purchaser at or before the commencement of the engagement hereunder, and take and turn over to the Purchaser receipts therefor from each Musician, including himself. The amount paid to the Leader includes the cost of transportation, which will be reported by the Leader to the Purchaser. The Purchaser hereby authorizes the Leader on his behalf to replace any Musician who, by illness, absence, or for any other reason, does not perform any or all of the services provided for under this contract. The agreement of the Musicians to perform is subject to proven detention by sickness, accidents or accidents to means of transportation, riots, strikes, epidemics, acts of God, or any other legitimate conditions, beyond the control of the Musicians. The Purchaser agrees that the Business Representative of the Musicians' Local, in whose jurisdiction the Musicians are playing, shall have access to the premises in which the Musicians perform (except in private residences) for the purpose of conferring with the Musicians. The Musicians performing services under this contract must be members of the American Federation of Musicians and nothing in this contract shall ever be so construed as to interfere with any obligations which they may owe to the American Federation of Musicians.

The parties to this contract will submit every claim, dispute, controversy or difference involving the musical services arising out of, or connected with this contract, and the engagement covered thereby, to the appropriate Local for Local engagements, or the Canadian office of the American Federation of Musicians for all travelling engagements. If a mutually acceptable settlement between the parties is not reached, either party to this contract may proceed to the appropriate Canadian court of justice for an adjudication of the matters in dispute.

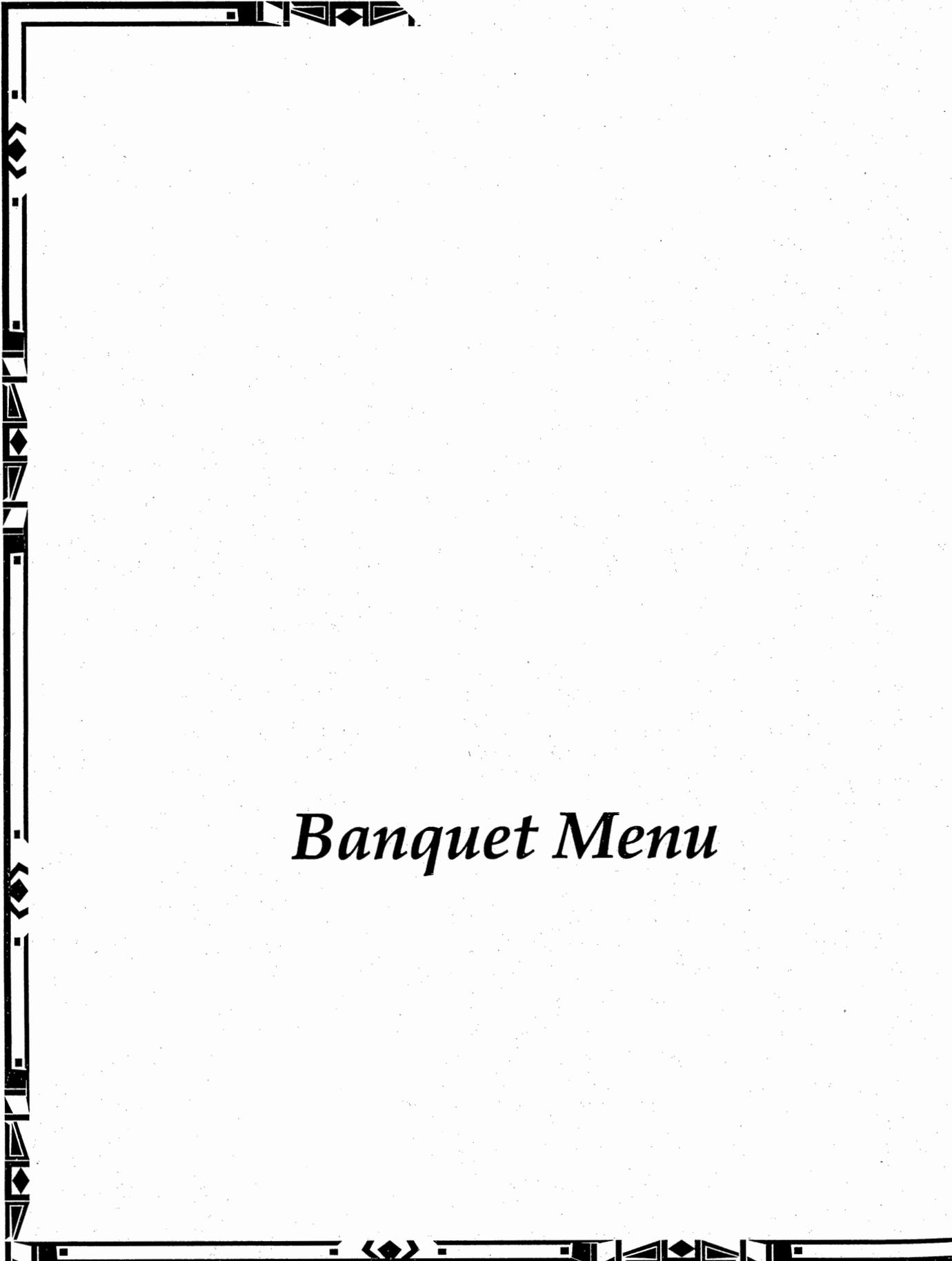
The Purchaser represents that there does not exist against him, in favour of any musician-member of the American Federation of Musicians, any claim of any kind arising out of musical services rendered for the said Purchaser. It is agreed that no musician-member of the American Federation of Musicians will be required to perform any provisions of this contract, or to render any services for the said Purchaser, as long as any claim is unsatisfied or unpaid, in whole or in part. The Purchaser in signing this contract for himself, or having same signed by a representative, acknowledges his (her or their) authority to do so and hereby assumes liability for the amount stated herein.

Any member or members who are parties to or affected by this contract, whose services thereunder or covered thereby, are prevented, suspended or stopped by reason of any strike, ban, unfair list order or requirement of the Federation, shall be free to accept and engage in other engagements of the same or similar character, or otherwise, for other purchasers of music or other persons without any restraint, hindrance, penalty, obligation or liability whatever, any other provisions of this contract to the contrary notwithstanding.

The Purchaser hereby covenants and agrees to obtain and pay, prior to the engagement mentioned in this contract, all and any licences and fee required to be obtained by or to be paid to Composers, Authors and Publishers Association of Canada Limited or Performing Rights Organization of Canada Limited, or any other person, firm or corporation legally entitled to require licensing and/or payment of fees with respect hereto, and to indemnify and save harmless the Musicians and their Representative of and from any and all claims now or hereinafter made by them or any one or more of them with respect to the said engagement.

**No deduction from contracted price shall be made for holidays or other layoffs unless herein specified.**





# *Banquet Menu*

Canadian Pacific  Hotels & Resorts

*The Lodge at Kananaskis*  
*Hotel Kananaskis*

*Theme Refreshments*

**A La Carte**

**Hot Beverages**

Coffee (per person)	\$1.50
Decaffeinated Coffee (per person)	\$1.50
Tea (each)	\$1.50
Herbal Tea (each)	\$1.50
Hot Chocolate (each)	\$1.50

**Cold Beverages**

Clearly Canadian Mineral Water (each)	\$2.50
Koala Springs Mineral Water (each)	\$2.50
Soft Drinks (each)	\$1.75
Milk 2% (each)	\$1.25
Chocolate Milk (each)	\$1.25

**Juices**

	Cans	Jugs
Orange (each)	\$2.25	\$12.00
Grapefruit (each)	\$2.25	\$12.00
Apple (each)	\$2.25	\$12.00
Tomato (each)	\$2.25	\$12.00
V8 (each)	\$2.25	\$12.00

**From the Bake Shop**

Assorted Danish Pastries (each)	\$1.50
Croissant (each)	\$1.25
Assorted Muffins (each)	\$1.25
Assorted Cookies (each)	\$ .95
Banana Bread (piece)	\$1.25
Carrot Cake Loaf (piece)	\$1.25
Fudge and Nut Brownies (each)	\$1.25
Nanaimo Bars (each)	\$1.25
Assorted Cold Cereals (each)	\$1.50
Assorted Individual Yogurts (each)	\$ .75
Cinnamon Sticky Buns (each)	\$2.50
Fresh Fruit Platter (per person)	\$2.95

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*

*Themed Breaks*

***Kananaskis Summer Breeze***

Fresh Fruit Kebabs and Honey Yogurt Sauce  
Assorted Koala Springs Mineral Water  
Fudge and Nut Brownies

\$5.75 per person

***Kananaskis Winter Warmer***

Hot Cocoa  
Oven Fresh Peanut Butter and  
Chocolate Chip Cookies, Mandarin Oranges

\$5.75 per person

***Kananaskis Create a Break***

Obsessions Chocolates and Truffles  
\$ .95 each

White Cheddar Popcorn  
\$4.95 per basket

Tortilla Chips with Salsa  
\$5.95 per basket

Kettle Style Potato Chips with Dip  
\$5.95 per basket

Fresh Fruit  
Apples, Oranges, Pears, Bananas  
\$ .75 each

Ice Cream Sandwiches  
\$1.75 each

Individual Yogurts  
\$ .75 each

Toblerone Bars  
\$2.95 each

Granola Bars  
\$1.50 each

Power Bars  
\$2.50 each

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



*Breakfast & Brunch*

### ***Continental***

Assorted Fruit Juices  
Danish Pastries, Croissants, Muffins  
Butter and Preserves  
(2 Per person)  
Seasonal Fresh Fruit Platter  
Coffee - Decaffeinated Coffee - Tea  
B1

### ***Highwood Pass Breakfast***

Orange Juice  
Two Scrambled Eggs  
Bacon (3) and Sausage (2)  
Home Fried Potatoes  
Basket of Breakfast Pastries  
Butter and Preserves  
Coffee - Decaffeinated Coffee - Tea  
(plated)  
B2

### ***Village Rim Health Breakfast***

Orange Juice  
Wild Berry Birchemuesli  
Golden Bran Muffins  
Coffee - Decaffeinated Coffee - Tea  
B3

### ***Deluxe Continental***

Freshly Squeezed Orange Juice  
Hot Cinnamon Buns  
Freshly Baked Muffins and Croissants  
Butter and Preserves  
Fresh Fruit Kebabs  
Wild Berry Birchemuesli  
Coffee - Decaffeinated Coffee - Tea  
B4

### ***Kananaskis Breakfast Buffet***

Assorted Fruit Juices  
Seasonal Fruit Platter  
Selection of Cereals  
Assorted Yogurt

French Toast  
Scrambled Eggs with Cheddar  
Bacon and Sausage  
Home Fried Potatoes

Danish Pastries, Croissants, Muffins  
Coffee - Decaffeinated Coffee - Tea  
(minimum 50 persons)  
B5

### ***Additions***

Omelette Station  
Choice of Mushrooms, Cheddar Cheese, Ham,  
Onions, Peppers, Bacon and Salsa  
\$4.95 per person

Belgian Waffle Station  
With Assorted Fresh Fruit  
Whipped Cream and Maple Syrup  
\$4.95 per person

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



*Breakfast & Brunch*

## *Buffet Brunch*

Fresh Baked Bread and Rolls  
Assorted Muffins, Danish and Croissants  
Fresh Sliced Fruit and Cheese Platter  
Kananaskis Honey Maple Ham, Black Forest Ham, Smoked Turkey,  
Roast Beef, Genoa Salami, Pastrami  
Pate en Croute  
Seafood Platter  
Fried Chicken Pieces

Potato Salad  
Fruit Salad  
Pasta Salad  
Marinated Vegetable Salad  
Marinated Mushroom Salad  
Coleslaw  
Seafood Salad  
Tossed Green Salad

French Toast with Maple Syrup  
Eggs Benedict  
Bacon, Sausage  
Scrambled Eggs with Cheddar Cheese

Boneless Chicken Breast in a Mushroom Sauce  
Roast Baron of Beef au Jus  
Seafood Newburg  
Medley of Fresh Garden Vegetables  
Scalloped Potatoes

Assorted Cakes Pies and Pastries  
Coffee - Decaffeinated Coffee - Tea - Juices

B6

*Minimum 75 Persons or Surcharge will Apply*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



### *Lunches to Go*

(In Complimentary Environmental Bags)

Multigrain Baguette with  
Smoked Turkey Breast,  
Cucumbers and Mayonnaise

Cheddar Cheese Stick

Red Delicious Apple

Fudge and Nut Brownie

Assorted Soft Drinks

BL1

Hero Bun with Kananaskis Maple Ham,  
Lettuce, Tomato and Mayonnaise

Imported Cheese and Crackers

Bartlett Pear

Kettle Style Potato Chips

Individual Apple Squares

Obsessions Truffles

Clearly Canadian Mineral Water

BL2

### *Picnics*

#### *The Backpacker*

Trail Mix  
Individual Fruit Yogurt  
Granny Smith Apple  
Crisp Garden Vegetables  
and Dip

Multigrain Baguette with Butter  
Lettuce, Black Forest Ham  
and Cheddar

Evian Water and Orange Juice  
Power Bars

PL1

#### *Deluxe Picnic Basket for Two*

Raw Vegetables and Dip  
Crock of Pate with Melba Toast  
Imported Cheese and Crackers

Smoked Salmon & Cream Cheese on Bagel  
Roast Beef on Multigrain  
Chicken Salad on Croissant

Orange, Pear, Banana  
Obsessions Truffles  
San Pellegrino Mineral Water  
Wine

*Choose from Wine List at an additional charge*

PL2

*Deposit Required for Picnic Baskets*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*

### **Create Your Own Sandwich**

*(Under 10 person Sandwiches Pre-Made)*

Soup of the Day

Potato Salad  
Marinated Vegetable Salad

Selection of Egg, Tuna and Chicken  
Salad, Kananaskis Ham, Roast Beef  
and Smoked Turkey

Assorted Rolls and Hero Buns

Selection of Fine Domestic Cheese  
French Pastries

Coffee - Decaffeinated Coffee - Tea

WL1

### **Scandinavian Open Faced Sandwiches**

Soup of the Day

Smoked Salmon, Kananaskis Maple Cured Ham,  
Baby Shrimp, Tuna Salad, Smoked  
Turkey, Chicken Salad, Egg Salad served on White  
and Multigrain Baguette  
*(4 per person)*

Tossed Salad with House Dressing  
Pasta Salad

Seasonal Fruit Platter

French Pastries

Coffee - Decaffeinated Coffee - Tea

WL2

### **Italian Fare**

*(Minimum 10 Persons or Surcharge will Apply)*

Minestrone Soup with Rolls and  
Grissini Bread Sticks  
Crisp Garden Vegetables and Dip

Tomato and Mozzarella Salad  
Rotini Pasta Salad  
Tossed Salad

Lasagna al Forno  
Red Pepper Fettucini with Vegetables  
Alfredo Sauce

Fresh Fruit Salad  
Cappuccino Chocolate Mousse

Coffee - Decaffeinated Coffee - Tea

WL3

### **Western Chili Bar**

Assorted Multigrain and White Rolls

Yellow Corn Chips with Salsa

Tossed Salad with Ranch Dressing

Smoky Beef and Red Bean Chili

Grated Cheddar and Green Onions

Mexican Rice

Fresh Fruit Salad

Creme Caramel

Coffee - Decaffeinated Coffee - Tea

WL4

*Minimum 10 Persons or surcharge will apply*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



## Appetizers

Trio of Melon with a Honey and  
Poppyseed Dressing  
\$3.95

Freshly Smoked British Columbia Salmon Rose  
with Gourmet Salad and Cream Cheese  
\$7.25

Wild Mushroom Ragout served Hot  
in a Puff Pastry Shell  
\$4.95

Marinated Tiger Prawns  
Served in a crisp Pastry Shell  
\$7.95

Wild Boar Pate with  
Saskatoonberry Sauce  
\$4.50

## Salads

Caesar Salad with Romaine Lettuce tossed in our  
own Dressing, Herb Croutons and  
Shredded Parmesan Cheese  
\$3.75

Hearts of Butter Lettuce Mimosa with  
Creamy House Dressing  
and Bell Peppers  
\$3.50

Kananaskis Tossed Green Salad served with  
Marinated Carrot Garnish  
\$2.95

Spinach Salad with sliced Mushrooms,  
crispy peppered Bacon and Orange  
and Dijon Dressing  
\$3.95

## Soups

Soup of the Day  
\$3.25

Lobster Bisque  
\$5.75

Wild Alberta Mushroom Chowder  
\$4.95

Vegetable Consomme  
\$3.25

Lychee Nut and Duck Soup  
\$4.75

## Desserts

Chocolate Decadence  
\$4.25

Obsessed by Chocolate Pate  
\$4.25

Chocolate Mousse in a Tulip Shell  
\$3.75

Fresh Fruit Flan  
\$3.25

Creme Caramel  
\$3.25

Baked Cheesecake Raspberry Coulis  
\$4.25

Cold Grand Marnier Souffle  
\$3.25

Pecan Pie  
\$3.75

Fresh Fruit Cocktail Meringue  
\$2.95

Calgary Stetson  
\$5.95

Native Canoe  
\$5.95

The Native Teepee  
\$5.95

*Luncheons & Dinners*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*

## *Lunch Entrées*

Panfried Rocky Mountain Trout Filets served with Lemon and Chive Beurre Blanc  
L1

Breaded Chicken Kiev Breast stuffed with Herb and Vodka Butter  
L2

♥ Broiled Chicken Breast with Tomato Cucumber Salsa  
L3

Roast Porkloin with Apple and Ginger Sauce  
L4

*Lunches L1 to L4 served with Vegetables and Potato of the day*

Veal Tortellini with Vegetable Pesto Cream Sauce and Garlic Bread  
L5

♥ Stir Fried Beef and Vegetables with Rice  
L6

♥ Spinach Fettucini with Roma Tomato Sauce, Vegetables, Parmesan and Garlic Bread  
L7

Beef Stroganoff with Buttered Noodles  
L8

Cajun Chicken Caesar Salad with Pesto Flavoured Garlic Bread  
L9

♥ Heart Smart

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



## Dinner Entrées

*Luncheons & Dinners*

Chicken Breast Stuffed with Wild Mushrooms and Herbs  
on a Cranberry and Brandy Sauce

D1

Free Range Chicken Breast with Pepered Boursin Sauce and Chives

D2

♥ Poached Filet of Salmon with Julienne of Mixed Peppers

D3

Broiled Salmon Steaks with Hollandaise Sauce

D4

Halibut Filet Braised in Pernod with Leeks

D5

Roast Venison Striploin with Red Currant Sauce and Apple Chips

D6

Broiled Buffalo Tenderloin served with Sauteed Wild Alberta Mushrooms

D7

Grilled New York Steak with Peppercorn Sauce

D8

Alberta Beef Tenderloin and Red Wine Sauce Garnished  
with Crispy Fried Onions and Leeks

D9

Alberta Prime Rib of Beef au Jus

D10

Veal Striploin with a Nasturtium Blossom Cream Sauce

D11

Roasted Rack of Lamb with a Dijon Mustard Crust

D12

Maple Glazed Brome Lake Duck Breast

D13

Roasted Pork Tenderloin Medallions with Dried Plum and Brandy Cream Sauce

D14

*All Entrées served with appropriate Starch and Vegetable of the Day*

♥ *Heart Smart*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*

*Specialities*

## *Gourmet Dinners*

### *The Blackfoot Feast*

Jumbo Prawns in a Tortilla Shell

Wild Alberta Mushroom Chowder

Sorbet of Cranberry with Lime

Applewood Smoked Brome Lake Duck Breast  
served with Potato Lasagna and a  
Bouquet of Fine Vegetables

Cambozola Cheese with Poached Pear

#### *"A Calgary Stetson"*

White Chocolate Mousse wrapped in a  
Chocolate Ribbon and served in a Tulip Shell

GD1

### *Canoe Meadows*

Trio of Melon with Honey  
Yogurt and Poppyseed Dressing

Duck and Lychee Nut Soup

Ice Wine Sorbet

Sauteed Veal Striploin with Mixed  
Pepper Salsa, Cornmeal Crepe  
and a Medley of Vegetables

Selection of Canadian Cheeses  
on a Smoked Cedar Log

#### *"A Native Canoe"*

Fine Pastry Canoe filled with  
a Mascarpone Mousse served  
with Passion Fruit Coulis  
and Wild Rice

GD2

### *Wasootch Native Dinner*

Selection of Smoked Fish and Caviar  
served on a bed of Wild Dandelion  
Leaves with Yogurt Dressing

Wild Alberta Rose Sorbet

Selection of Gourmet Native Dishes  
served on Logs in the Centre  
of your Table

Blackened Stone Broiled Salmon  
Pinewood Smoked Buffalo Tenderloin  
with a Rich Wild Mushroom Glaze  
Open Flamed Chicken Breast  
with Dried Berries

Selection of Root Vegetables  
Wild Rice Crepes

#### *"The Native Teepee"*

Pastry Teepee built with Chocolate Poles  
filled with Cranberry and Cream  
Cheese Mousse served with  
a Fruit Chutney

GD3

*Gourmet Dinners include Customized Menus and Native Table Decoration*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



# International Stand Up Reception

*Specialties*

## *French*

Cheese Sachets  
Imported Cheese and Crackers  
"Cold Canapes"  
Smoked Salmon and Caviar  
Boursin and Celery with Pecans  
Shrimp and Cream Cheese Mousse  
Goose Liver in a Pastry Boat

French Pastries

Cherries Jubilee

## *Spanish*

Mini Chorizos with Peppers

Calamari Frits

Onion and Potato Tortilla

Grilled Vegetable Salad

Spanish Beef Kebabs

## *Canadian*

Carved Beef Tenderloin with Buns

Chicken Breast stuffed with Wild  
Mushrooms and Cranberries

Hickory Smoked British  
Columbia Salmon

Wild Rice Crepes

Medley of Vegetables

## *Italian*

Grissini Breadsticks

Miniature Pita Bread Pizza with  
Asiago Cheese and Sundried Tomatoes

Pasta Bar with Alfredo  
and Milanese Sauce

Tiramisu and Chocolate Biscotti

## *Oriental*

Spring Rolls

Panfried Pork Dumplings

Chicken and Cashew Nuts on Rice

Live Wok Station with Szechuan Beef Stir Fry

Fortune Cookies

DB1

*Minimum 75 Persons or Surcharge will Apply*

*All Receptions include Decoration reflecting the Theme of the Menu*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*

*Specialities*

## *Nihahi Creek Native Reception*

Selection of Breads

Buffalo Flambe with Saskatoonberries and Brandy

Manitoba Wild Rice Medley with Nuts and Beans

Achiote Spiced Blackened Chicken

Seafood Platter with Oysters

Canadian Cheese Board with Crackers

Oven Head Hickory and Oak Smoked Salmon

Miniature Pastry Teepees and Canoes

Maple Mousse in Cups

DB2

## *Mediterranean Tapas Style Reception*

Fresh Oysters Shucked and served with  
Salsa, Lemons, Cocktail Sauce

Onion and Potato Tortilla

Miniature Chorizo Sauteed with Peppers and Onions

Greek Salad with Feta

Grilled Marinated Chicken Breasts on Ratatouille

Spanakopitas

Miniature Toledo Olive Bread

Houmous, Tzatziki, Tapenade and Salsa Verde

Lemon Flan

Catalan Creme Brulé Cigarette Wafers

DB3

*Minimum 75 Persons or Surcharge will Apply*

*All Buffets include Decoration reflecting the Theme of the Menu*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



### *Mountain Cookout*

Fresh Baked Bread and Rolls  
Sliced Tomatoes and Cucumbers  
Crisp Garden Vegetables and Dip

Coleslaw  
Bean Salad  
Penne Pasta Salad  
Red Potato Salad  
Tossed Green Salad

Roast Beef, Pastrami, Smoked Turkey  
Honey Maple Ham and Black Forest Ham  
Domestic and Imported Cheese Tray

Alberta Rib Eye Steaks  
Barbequed Baby Back Ribs

Pan Fried Potatoes  
Corn on the Cob

Assorted Cakes  
Homestyle Pies  
Brownies and Squares

Coffee - Decaffeinated Coffee - Tea

BBQ1

### *Ranchers Barbeque*

Fresh Baked Bread and Rolls  
Crisp Garden Vegetables and Dip

Coleslaw  
Red Potato Salad  
Seafood Salad  
Caesar Salad  
Tossed Green Salad  
Tomato Salad

Roast Beef, Pastrami, Smoked Turkey  
Honey Maple Ham and Black Forest Ham  
Domestic and Imported Cheese Tray  
Smoked Seafood  
Fresh Fruit Platter

New York Striploin Steaks  
Tiger Prawn Brochettes  
Baked Potatoes with Condiments  
Sauteed Mushrooms  
Baked Beans  
Corn on the Cob

Assorted French Pastries  
Homestyle Pies  
Amaretto Cheesecake

Coffee - Decaffeinated Coffee - Tea

BBQ2

*Minimum number 75 persons or a Surcharge will apply*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



### *Canadian Buffet*

Fresh Baked Rolls and Baguettes  
Mixed Squash Salad  
Sweet Corn Salad  
Red Potato Salad  
Coleslaw  
Tossed Green Salad  
Marinated Vegetable Salad  
Crisp Garden Vegetables and Dip

Roast Beef, Pastrami, Smoked Turkey,  
Honey Maple Ham and Black Forest Ham  
Selection of Canadian Cheeses  
Marinated Mussels

Alberta Prime Rib of Beef  
Leg of Duckling Okanagan Cherries  
Yukon Arctic Charr with  
Mustard Seed Butter Sauce  
Manitoba Wild Rice Medley  
Medley of Fresh Garden Vegetables

Maple Mousse  
Bumbleberry Pie  
Rhubarb and Mixed Berry Crisp  
Chocolate Mousse  
Assorted Pastries  
Whole Fresh Fruit

Coffee - Decaffeinated Coffee - Tea

DB4

### *Western Buffet*

Fresh Baked Rolls and Baguettes  
Red Potato Salad  
Zucchini Pepper Salad  
Tossed Green Salad  
Seafood Salad  
Tomato Vinaigrette Salad  
Marinated Mushroom Salad  
Crisp Garden Vegetables and Dip

Roast Beef, Pastrami, Smoked Turkey  
Honey Maple Ham and Black Forest Ham  
Domestic and Imported Cheese Tray

Alberta Roast Beef au Jus  
Chicken Breast with a Yukon Jack and  
Peppercorn Glaze  
Barbequed Baby Back Ribs  
Native Corn and Bean Succotash  
Oven Baked Creamer Potatoes  
Medley of Fresh Garden Vegetables

Assorted Homestyle Pies  
Apple Crumble  
Assorted Cakes and Pastries  
Whole Fresh Fruit

Coffee - Decaffeinated Coffee - Tea

DB5

*Minimum number 75 persons or a Surcharge will apply*

*All Buffets include Decoration reflecting the Theme of the Menu*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



## *Italian Buffet*

Baskets of Garlic Bread  
Grissini, Baguettes and Rolls  
Crisp Garden Vegetables with Dip  
Tossed Green Salad  
Seafood Salad  
Artichoke Salad  
Zucchini and Mushroom Salad  
Pasta Salad  
Marinated Vegetable Salad

Sliced Tomatoes and Mozzarella with Olive Oil  
Cold Asparagus with Vinaigrette  
Bowls of Assorted Fruit and Grapes

Chicken Cacciatore  
Lasagna al Forno  
Spinach Tortellini  
Fettucine with Garden Vegetables  
Pesto Sauce  
Sundried Tomato and Mushroom Sauce  
Medley of Fresh Garden Vegetables  
Ratatouille

Assorted Pies and Pastries  
Tiramisu  
Chocolate Dipped Biscotti

Coffee - Decaffeinated Coffee - Tea

DB6

*Minimum number 75 persons or a Surcharge will apply*

*All Buffets include Decoration Reflecting the Theme of the Menu*

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



### *Chef's Selection*

#### *Cold Canapes*

- Shrimp and Cream Cheese Mousse
- Brie on Baguette
- Maple Pepper Ham Cornet
- Boursin Cheese and Celery with Pecans

\$16.95 per dozen

#### *Hot Hors D'Oeuvres*

- Chinese Pork Dumpling
- Spanish Potato and Onion Tortilla
- Hot Buffalo Chicken Wings
- Deep Fried Breaded Shrimp
- Spanakopitas

\$16.95 per dozen

#### *Gourmet Food Stations*

- Carved Buffalo Tenderloin served in a Freshly Baked Bun

\$9.50 per person

- Side Smoked Salmon, Cream Cheese, Capers, Lemons and Chives

\$160.00 per side (serves 30)

- New Zealand Rack of Lamb with Wildflower Honey and Herb Crust

\$9.50 per person

- Digby Scallops Flambéed in Brandy and Vermouth Cream Sauce

\$6.50 per person

### *Kananaskis Deluxe Selection*

#### *Cold Canapes*

- Smoked Salmon with Caviar
- Tiger Prawns with Marie Rose Sauce
- Foie Gras in a Pastry Boat
- Roulade of Beef Striploin

\$18.95 per dozen

#### *Hot Hors D'oeuvres*

- Barbeque Beef Kebabs
- Scallops Wrapped in Bacon
- Cheese Sachets with Cassis Dipping Sauce
- Mini California Style Pizza
- Tiger Prawns Bombay

\$18.95 per dozen

#### *Accompaniments*

- Chilled Jumbo Prawns on the Rocks

\$28.00 per dozen

- Imported and Domestic Cheese Tray with Crackers

\$4.95 per person

- Fresh Fruit Tray

\$2.95 per person

- Crisp Vegetables and Dip

\$2.50 per person

- Pretzels

\$2.50 per basket

- Peanuts

\$3.00 per bowl

- Tortilla Chips and Salsa

\$5.95 per basket

- Kettle Style Chips with Dip

\$5.95 per basket

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



### *Candlelight Dessert Buffet*

- Dutch Brownies
- Nanaimo Bars
- Miniature Fruit Tarts
- French Pastries
- Strawberry Temptation
- Chocolate Dipped Cherries
- Croquembouche
- \$11.95 per person

### *Obsessed by Chocolate*

- Chocolate Fondue with Fresh Fruit and Pound Cake
- Chocolate Mousse Bar with Nuts, Chocolate Chips, Praline and Assorted Berries
- Obsessions Truffles
- Sacher Torte
- Black Forest Cake
- Chocolate Decadence
- White Chocolate Mousse Cake
- \$12.95 per person

*Minimum 50 persons*

### *Ice Carvings - Our Creations or Your Logo \$200 per Block*

#### *V.I.P. Room Gifts*

- Assorted Cheese and Fruit Platter Native Style  
\$18.95
- Pate and Port Garnished with Fresh Fruit and Crackers  
\$12.50
- Chocolate Bells and Truffles in a Heart Shaped Box  
\$6.50
- Childrens Special Cookies, Chocolates and Milk  
\$5.95
- Dark Chocolate Stetson with Obsessions Truffles  
\$10.95
- Cognac and Truffles - Turndown  
\$11.95
- Fruit Basket with Seasonal whole Fruit and Cookies  
\$11.95
- Deluxe Fruit Basket with Truffles, Cheese  
\$27.95

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



## Bar and Wine Service

### Hosted Bar

*The host will pay for the bar*

- Regular Brands - \$3.60
- Premium Brands - \$4.10
- Deluxe Brands - \$4.60
- Domestic Beer - \$3.40
- Import Beer - \$4.75
- Minerals, Soft Drinks and Juice - \$1.50
- Imported Wine - \$3.95
- Domestic Wine - \$3.50
- Regular Liqueurs - \$4.40
- Deluxe Liqueurs - \$4.75
- Cognac V.S. - \$5.50
- Cognac V.S.O.P. - \$7.75

*The above prices do not include  
Service Charge or 7% GST*

### Cash Bar

*Guests will purchase their own Beverages*

- Regular Brands - \$4.25
- Premium Brands - \$4.50
- Deluxe Brands - \$5.25
- Domestic Beer - \$4.00
- Import Beer - \$5.25
- Minerals, Soft Drinks and Juice - \$1.75
- Imported Wine - \$4.50
- Domestic Wine - \$4.00
- Regular Liqueurs - \$5.00
- Deluxe Liqueurs - \$6.00
- Cognac V.S. - \$7.00
- Cognac V.S.O.P. - \$7.75

*The above prices include Service Charge  
and 7% GST*

A Bartender will be provided complimentary, if beverage consumption meets a \$200.00 minimum, otherwise the following charges will apply.

Bartender \$13.00 per hour (minimum 4 hours)

Cashier \$13.00 per hour (minimum 4 hours)

Fruit Punch per gallon \$30.00

Liquor Punch per gallon \$75.00

Rum and Eggnog per gallon \$70.00

Gluhwein per gallon \$95.00

Champagne Punch per gallon \$95.00

Hot Buttered Rum per gallon \$95.00

(one gallon serves approximately 30 persons)

### Dry Bar Set Up (No Alcoholic Beverages)

Assorted Glassware, Ice, Serviettes, Swizzlesticks, Shot Glasses, Olives, Limes,  
Lemons, Worcestershire Sauce, Tabasco Sauce

Includes one Complimentary Refresh at your specified time

\$3.00 per person

Additional

Soft Drinks (1 litre bottles) - \$ 4.50 per litre

Juice (1.5 litre jugs) - \$12.00 per jug

### Wine Corkage

\$11.00 per bottle plus \$2.00 Service Charge plus 7% GST

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



## Banquet Wine Listings

<i>White Wines</i>	<i>Country</i>	<i>Red Wines</i>	<i>Country</i>
Lindemans Bin 65 Chardonnay	Australia 26.00	Orlando Jacobs Creek Shiraz/Cabernet	Australia 23.00
Hardy's Captains Selection Fume Blanc	Australia 23.00	Tyrell's Long Flat Red	Australia 24.50
		Mildara Krondorf Hermitage	Australia 26.00
Mission Hill Reserve Sauvignon Blanc	Canada 23.00	Cartier Jackson-Triggs Cabernet	Canada 22.00
Quail's Gate Harvest	Canada 24.00	Calona Rougeon VQA	Canada 23.00
Gehring Pinot Auxerrois	Canada 26.00	Sumac Ridge Chancellor VQA	Canada 26.00
Santa Carolina Sauvignon Blanc	Chile 21.00	Santa Carolina Cabernet/Merlot	Chile 21.00
Santa Rita 120 Chardonnay	Chile 23.50	Santa Rita 120 Merlot	Chile 23.00
		Santa Rita Reserve Cabernet Sauvignon	Chile 26.50
Schroder & Schyler Entre-Deux-Mers	France 25.00	Rodet Cotes Du Rhone	France 24.00
Thorin Chardonnay Macon Villages	France 29.00	Jaffelin Bourgogne Passetoutgrain	France 25.50
Schneider Piesporter Michelsberg	Germany 23.00	Melini Chianti	Italy 23.00
Langguth Erben Kabinett	Germany 24.50	Fontanafredda Barbera D'Alba DOC	Italy 24.50
		Lungarotti Rubesco	Italy 25.50
Pasqua Pinot Grigio	Italy 22.50	KWV Paarl Cabernet Sauvignon	S. Africa 23.00
Masi Soave Classico	Italy 24.40	Vignobles Du Cap Pinotage	S. Africa 25.00
Fazi Battaglia Verdicchio Dei Castelli	Italy 25.00	Torres Coronas	Spain 23.50
Two Oceans Sauvignon Blanc	S. Africa 21.00	Hublein Vallejo Cabernet Sauvignon	U.S.A 23.00
Vignobles Du Cap Chardonnay	S. Africa 25.50	Fetzer Zinfandel	U.S.A 24.00
		Dunnewood Merlot	U.S.A 27.00
Marques De Monistrol Blanc de Blanc	Spain 21.00	<b><i>Champagnes</i></b>	<b><i>Country</i></b>
Hublein Vallejo Chardonnay	U.S.A 23.50	Tott's Brut	U.S.A 32.00
Mondavi Woodbridge Sauvignon Blanc	U.S.A 24.00	Korbel Brut	U.S.A 35.00
Fetzer Sundial Chardonnay	U.S.A 28.00	G.H. Mumm Cordon Rouge	France 79.00
		Moet & Chandon Dom Perignon	France 125.00

### *House Wines*

Domestic White - Sawmill Creek Chardonnay	21.50
Domestic Red - Sawmill Creek Merlot	21.50
Imported White - Vignobles Du Cap Sauvignon Blanc	22.00
Imported Red - Sable View Cabernet Sauvignon	22.00

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*

## PRICE LIST

### *Breakfast and Brunch*

B1	\$7.95
B2	\$8.95
B3	\$7.95
B4	\$9.95
B5	\$12.95
B6	\$19.95

### Lunch

WL1	\$ 14.95	L1	\$13.95
WL2	\$ 16.95	L2	\$15.25
WL3	\$ 15.95	L3	\$12.95
WL4	\$ 12.95	L4	\$11.95
BL1	\$14.00	L5	\$ 8.95
BL2	\$16.95	L6	\$10.95
PL1	\$ 15.75	L7	\$ 9.50
PL2	\$ 42.95 for two (Wine Priced Individually)	L8	\$11.95
		L9	\$ 7.25

### *Plated Dinners and Buffets*

D1	\$15.95	GD1	\$39.95
D2	\$16.50	GD2	\$48.95
D3	\$17.50	GD3	\$54.50
D4	\$18.95	DB1	\$36.95
D5	\$19.95	DB2	\$23.95
D6	\$31.95	DB3	\$20.95
D7	\$31.95	DB4	\$32.95
D8	\$20.95	DB5	\$24.95
D9	\$23.95	DB6	\$23.95
D10	\$18.95	BBQ1	\$26.50
D11	\$31.95	BBQ2	\$32.95
D12	\$21.95		
D13	\$18.95		
D14	\$16.75		

*Prices do not include applicable taxes or service charges. Prices are subject to change without notice.*



## *Catering Information Terms and Conditions*

1. All Food and Beverage served in the Lodge or Hotel is to be provided by The Lodge at Kananaskis and Hotel Kananaskis.
2. Choice of menu: one menu is required for all guests. Special dietary substitutes can be made available upon prior request. Menu selection must be submitted to the Convention Office at least three weeks prior to the function.
3. Guarantee: Minimum guarantee is due by 12:00 noon two working days prior to the event. If the guaranteed number has not been received, the billing will be made out for the number of persons for which the function was originally booked, or for the number in attendance, whichever is greater. The Lodge will prepare and set for 10% above the guaranteed number, up to a maximum of 100 persons. 5% will be applied for over 100 persons to a maximum of 500 guests. Any functions over 500 guests will have a 2% leeway.
4. All food functions are subject to a 15% gratuity, and all hosted alcoholic beverage functions are subject to a 10% gratuity. Any applicable taxes will also apply.
5. A 25% deposit is required to confirm a booking on a definite basis, with a 50% deposit due 30 days prior, bringing the total up to 75%. Full payment is due upon departure. Applications for direct billing can be arranged through the credit office.
6. Bar charges: Should the minimum consumption / sales on a cash bar be less than \$200.00, a charge will be applied for bartenders and cashiers. Bartenders at \$13.00/hour, minimum 4 hours, cashiers \$13.00/hour, minimum 4 hours.
7. If Displays, Exhibits, or products are to be used, arrangements for their arrival, unloading and departure must be made with the Convention Office. Such displays, exhibits or products are the responsibility of the exhibitor, The Lodge at Kananaskis and Hotel Kananaskis accepts no liability whatsoever for the loss or damage caused by the negligence of the Lodge and Hotel, its employees and agents or otherwise. Such displays, exhibits or products must be removed from the function room at the end of each day, unless the room is reserved on a 24 hour basis. The Lodge at Kananaskis and Hotel Kananaskis will not be responsible for the exhibits, displays and products locked in a function room.
8. Special Security: arrangements are available upon request at an additional cost.
9. Special costs will be assessed for electrical requirements above and beyond the normal usage.
10. Damages: The Lodge at Kananaskis and Hotel Kananaskis reserves the right to inspect and control all private functions. Liability for damages to the premises will be charged accordingly. The convenor for any functions is held responsible for any damage to the premise by their guest or independent contractors on their behalf. The Lodge and Hotel will not be responsible for damage or loss of any personal property and equipment left on premises prior to, or following, any function.
11. Signage: must be of a professional nature and is restricted to certain areas of the property. Defacing or taping of materials in the Lodge or Hotel is prohibited.
12. The Lodge at Kananaskis and Hotel Kananaskis reserves the right to provide an alternate function room best suited for the group should the number of guests attending the function differ from the original number quoted.
13. All menu prices and room rental charges are subject to change without notice, **Prices will be honoured 60 days from the date of the contract.**
14. Special arrangements: Should your group require any special services such as flowers or off site activities, please contact our Convention Office and one of our representatives will be pleased to assist you.



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# TRANSPORTATION

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## **Air Accessibility**

The Calgary International Airport is served by several carriers including Air Canada, Canadian, Canada 3000, Delta, American, and United. Consult your travel agent.

## **Automobile Rentals**

Automobile rentals, to drive the scenic Trans Canada Highway, are obtainable at Calgary International Airport or downtown Calgary. Limited car rentals are available at The Lodge at Kananaskis. You may want to rent a car at the Calgary International Airport to drive to The Lodge at Kananaskis and visit such sites as Banff, Lake Louise, Canmore, Calgary and the nearby '88 Olympic sites with your family.

## **Ground Transportation**

Kananaskis Village is approximately 90 minutes (by car) from the Calgary International Airport via the Trans Canada Highway and Kananaskis Trail (Highway 40). To help you make your ground transportation arrangements, the following information will assist.

### **Car Rental**

Contact any of the major car rental firms in Calgary or at the airport for your rental needs:

*Budget	1-800-267-0505	or	226-1550 locally
*Thrifty	1-800-367-2277	or	221-1961 airport
Avis	1-800-879-2847	or	221-1700 airport
Hertz	1-800-654-3131	or	221-1676 airport
Dollar	1-800-800-4000	or	221-1888 locally

*\*Thrifty and Budget each have a special weekly rate for CRLA members. Just quote the CRLA 1996 Symposium at The Lodge at Kananaskis April 18-20, 1996 to obtain their preferred rates.*

### **Brewster Transportation**

Brewster offers bus transportation daily to The Lodge at Kananaskis at 3:30 p.m. and 6:00 p.m. for \$30 Cdn., one way, per person and can be reached locally at the Calgary International Airport at (403) 221-8242 or internationally at 1-800-661-1152.

### **The Checker Group**

A flat taxi rate one way, per car, to or from The Lodge at Kananaskis from the Calgary International Airport is \$90 Cdn. Vans (holding up to 15 persons) are also available for \$150 plus 7% GST, one way, per van. Contact **The Checker Group** main reception in Calgary at (403) 299-4999 to make your own or group arrangements. A contact person at **The Checker Group** is **Tom Brown** (403) 299-4951. Use the name **CRLA 1996 International Symposium at The Lodge at Kananaskis**. We will be supplying Tom Brown with your arrival/departure information from your 1996 Symposium Registration Form.

**International Travellers (i.e. U.S. citizens)** should obtain customs and currency exchange information before leaving the U.S.A. and carry with them a valid passport or original birth certificate. Consult with your travel agent regarding regulations on leaving the U.S.A. and re-entry to the U.S.A. prior to your departure.

### **Chateau Airport**

If you arrive late in the evening, rooms at the Chateau Airport are available for a conference rate of \$115.00 Cdn. double or single. Reservations may be made directly with the Chateau Airport by phoning (403) 291-2600.

# SPRING 1996 CANADIAN SYMPOSIUM

(REVISED JULY 1995)

FY96 BUDGET

**5100 CONFERENCE MANAGEMENT****5110 PROGRAM CHAIRS (2)**

## 5111 CH TRAVEL

KANANASKIS LODGE OCT 95 &amp; APR 96 100

## 5112 CH HOTELS &amp; FOOD

KANANASKIS LODGE OCT 95 (2 NIGHTS) &amp; APR 96 (5) 1200

## 5113 CH TELEPHONE 100

## 5134 CH POSTAGE 100

## 5114 CH PHOTOCOPYING 100

## 5115 CH CLERICAL 0

## 5116 CH SUPPLIES 100

## 5117 CH MISC 0

## 5118 CH OTHER (SPECIFY)

## COMMITTEE MEMBERS (4) TRAVEL:

KANANASKIS LODGE OCT 95 &amp; APR 96 500

## COMMITTEE MEMBERS HOTEL/FOOD

KANANASKIS LODGE OCT 95 (2 NIGHTS) &amp; APR 96 (5) 2400

5149 PLAQUES SPECIAL SERVICE (7) 350

**TOTAL PROGRAM CHAIRS****4950****5120 ON-SITE MANAGER**

## 5123 ON TRAVEL

KANANASKIS LODGE OCT 95 &amp; APR 96 100

## 5124 ON HOTELS &amp; FOOD

KANANASKIS LODGE OCT 95 (2 NIGHTS) &amp; APR 96 (5) 600

## 5125 ON TELEPHONE 250

## 5126 ON POSTAGE 100

## 5127 ON PHOTOCOPYING 100

## 5128 ON WAGES &amp; FEES 0

## 5131 ON SUPPLIES 0

## 5132 ON MISC 0

## 5133 ON OTHER (SPECIFY) 0

**TOTAL ON-SITE MANAGER****1150****TOTAL 5100 CONFERENCE MANAGEMENT****6100****5200 GENERAL CONFERENCE EXPENSES****5201 PROGRAMS**

## 5202 PR POSTAGE 100

5203 PR PRINTING &amp; PUBLISHING 1500

**TOTAL PROGRAMS****1600****5211 REGISTRATION PACKETS**

## 5213 RE SUPPLIES 200

5216 RE RIBBONS 100

<b>TOTAL REGISTRATION PACKETS</b>	<b>300</b>
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5221 CONFERENCE REGISTRATION (CALLS TO CONFERENCE)	
5222 CA TELEPHONE	0
5234 CA POSTAGE	1000
5224 CA PRINTING & PUBLISHING	1000
5227 CA JDE ADVERT FOR SYMPOSIUM	1300

<b>TOTAL CONFERENCE REGISTRATION</b>	<b>3300</b>
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**5231 OTHER GENERAL EXPENSES**

5245 OT OTHER:	
LIMITED GROUND TRANSPORTATION (CALGARY-KANANASKIS & RETURN)	1000
5251 OT EVALUATION	200

<b>TOTAL OTHER GENERAL EXPENSES</b>	<b>1200</b>
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<b>TOTAL 5200 GENERAL CONFERENCE EXPENSES</b>	<b>6400</b>
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**5300 CONFERENCE PROGRAM**

5301 SPEAKERS	
5311 SP TRAVEL	750
5312 SP HOTELS & FOOD	250

<b>TOTAL SPEAKERS</b>	<b>1000</b>
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<b>TOTAL 5300 CONFERENCE PROGRAM</b>	<b>1000</b>
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**5400 FOOD FUNCTIONS**

5500 HOSPITALITY	
5502 HO FOOD & DRINK (WED & FRI)	500

<b>TOTAL HOSPITALITY</b>	<b>500</b>
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5550 CRLeh (THUR'S "WELCOME TO CANADA") RECEPTION	
5551 NR FOOD	500
5552 ENTERTAINMENT	1100

<b>TOTAL NEWCOMER'S RECEPTION</b>	<b>1600</b>
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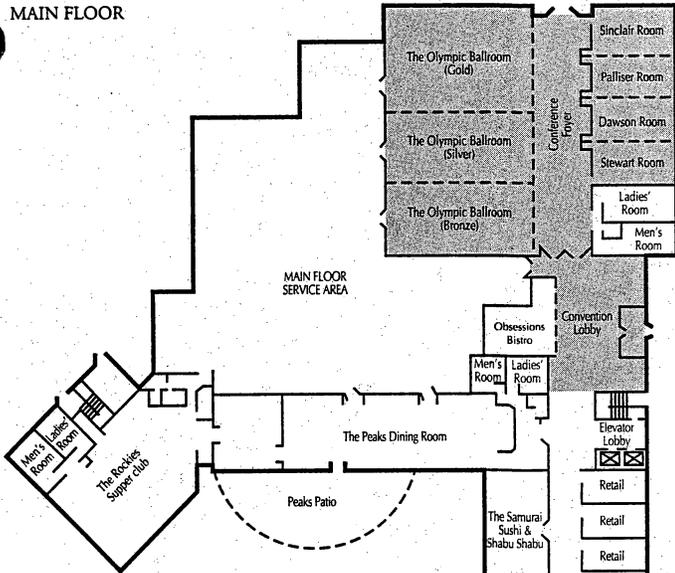
5623 BANQUET/AWARDS DINNER	7200
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<b>TOTAL BANQUET</b>	<b>7200</b>
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<b>TOTAL FOOD FUNCTIONS (5400-5600)</b>	<b>9300</b>
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<b>TOTAL CONFERENCE MANAGEMENT FY96</b>	<b>\$22,800</b>
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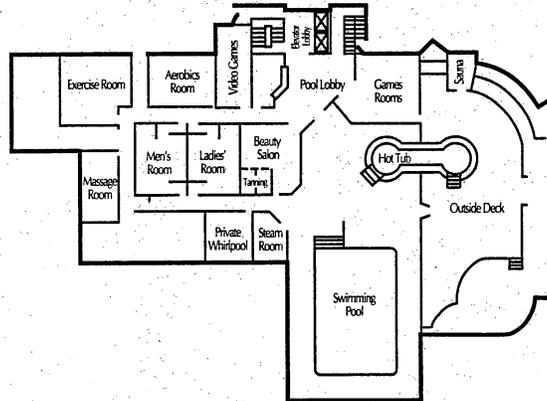
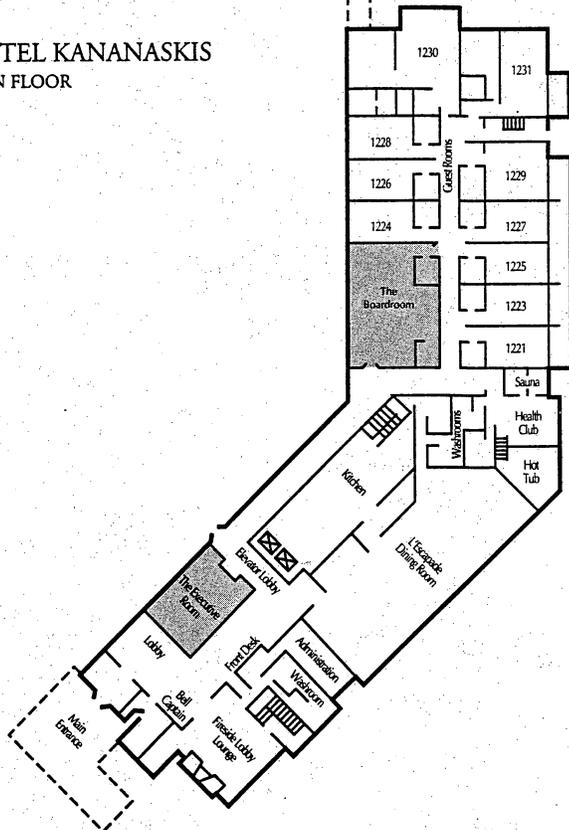
**THE LODGE AT KANANASKIS  
MAIN FLOOR**



**SECOND FLOOR BOARDROOMS**

**UNDERGROUND  
WALKWAY**  
(Access from Parkade Level)

**HOTEL KANANASKIS  
MAIN FLOOR**



**POOL & HEALTH CLUB COMPLEX  
LODGE LOWER LEVEL**

