

**CRLA TELEPHONE CONFERENCE  
DECEMBER 8, 1994**

**MEMBERS PRESENT:** Tom Gier, *President*; Patricia Mulcahy-Ernt, *President-Elect*; Jo-Ann Mullen, *Past-President*; Sandra Evans, *Treasurer*; Nancy Moreland, *Secretary*.

The meeting was called to order at 1:00 Central Time by Tom Gier.

*Approval of Agenda*

1. Jo-Ann made the motion to approve the Agenda as amended. Second by Sandra. Passed.  
Attachment A

*Approval of Minutes*

2. Jo-Ann made the motion to approve the Minutes as corrected. Second by Sandra. Passed.

**OLD BUSINESS/UPDATES:**

*Non-Profit Mailing Status*

3. Tom reported that after 15 months of trying to obtain the Non-Profit Mailing Status, we have run into another snag. JoAnn Carter-Wells received a letter from the supervisor of the person we have been working with in Memphis to inform CRLA that we have been denied the permit because we are not an "educational entity." JoAnn wrote a return letter informing them why we are an educational entity. With the letter, she included copies of the *JCRL* and the *Newsletter*. The letter was sent about a month ago, and Tom has not heard back from JoAnn.

*Membership Coordinator*

4. Tom received a message from Robin indicating there had been problems with Capital Printing. The *CRLA Brochures* should be ready by Friday. The CRLA letterheads are ready now.

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**Page 2**

Robin has contacted several mailing services inquiring about services, prices, etc. Basically, even if we use a mailing service, we will still need a Membership Coordinator to maintain lists and perform certain duties beyond what the mailing service could provide.

*Assistant Membership  
Coordinator*

Pat mentioned she would like help getting out information about the conference. Sandra suggested the On-Site person could be responsible for getting out this type of information. Tom suggested the Assistant Membership Coordinator be in charge of Tutor Registry, printing the brochures and letterhead, and act as a central clearinghouse for conference information. Pat indicated as she is receiving requests for conference information, she could send the requests on to the Assistant Membership Coordinator. Tom suggested we start this process now. Tom will contact Kate Sandburg about acting as a clearinghouse for getting out conference information. Jo-Ann suggested advertising the Assistant Membership Coordinator Job Description and position in the *Newsletter*. The Board will decide at the April Board Meeting as to the Assistant Membership Coordinator.

*Clearinghouse for  
Conference Information*

*Self-Assessment Documents 5.*

The Board had a brief discussion concerning evaluations of the Self-Assessment Guidelines.

**Pat made the motion to endorse the Self-Assessment Documents for Adjunct Instructional Programs and Development Coursework**

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**Programs. Second by Sandra.  
Passed.**

*CRLA Forms Revised*

6. Sandra had revised the CRLA Reimbursement and CRLA Invoice. The Board commended Sandra for her excellent work in developing the forms.  
**Attachments B & C**

*Tempe Update*

7. Pat updated the Board concerning the Tempe Conference:

*Registration*

A. Registration Forms are currently being developed. Pat will send copies to the Board for suggestions. Sandra suggested sending confirmation cards to members as registrations are received. Pat and Sandra will work together getting the confirmation card together. Printing for the conference will include 1500 registration forms, 400 confirmation cards, and 650 programs.

*Board Accommodations*

B. Pat polled Board members as to when they would be arriving and departing in regard to the conference. Board Members will be arriving on Sunday afternoon and departing the following Sunday. Other than Board Members' accommodations, rooms will be provided for Rick Sheets, On-Site Chair (4 nights); Vincent Orlando, President-Elect (4 nights); Rosalind Lee, Secretary-Elect (4 nights); Roz Bethke, *Newsletter* Editor (4 nights); and Robin Bischof, Membership Coordinator (4 nights).

*Hotel Concerns*

C. Pat was concerned that there have been discrepancies between the hotel bid and the actual contract. The Site Selection Chair needs to be aware of

**CRLA TELEPHONE CONFERENCE**

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this. A problem exists because the hotel has another conference coming in on Sunday, and CRLA still has an institute scheduled.

*Canadian Symposium*

8. Tom updated the Board on the Canadian Symposium which is scheduled for April 18-20, 1996 at the Lodge at Kananaskis. A flat fee of \$135 will cover registration, lodging, meals, and some ground transportation. Tom presented the revised Canadian Symposium Budget. He is expecting approximately 200 in attendance and CRLA should clear \$2000. **Attachment D**

**Pat made the motion to accept the revised Canadian Symposium Budget. Second by Sandra. Passed.**

Tom will meet with the Symposium planners on Thursday afternoon during the Tempe conference. He is planning to have registration packets available in Tempe.

Pat commended Tom for the fine job he is doing on the Canadian Symposium.

*State/Region Report*

*Fall 1996 Conference*

9. Jo-Ann indicated that New Mexico is excited about hosting the 1996 Fall CRLA Conference in Albuquerque which is scheduled October 31- November 3. Host hotel is the Hyatt Regency in Old Town.

*Display Board*

Jo-Ann has the CRLA display board and will send it to Rick Sheets for the Tempe conference. Tom will have the responsibility for the display board after the Tempe conference.

**CRLA TELEPHONE CONFERENCE**

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*Washington By-Laws*

Tom reported to the Board that when he attended the Washington state meeting he was able to work with their state board in amending their By-Laws.

**Attachment E**

**Pat made the motion to accept the Washington By-Laws as amended to move their conference to a Spring date and to allow for state memberships. Second by Jo-Ann. Passed.**

Jo-Ann will contact the Washington members concerning the vote.

*Texas Report*

Sandra and Nancy reported on the Texas CASP conference held in Lubbock on November 3-4, 1994. The Lubbock members were most hospitable. Sandra reported that only two people signed up for state membership only; however, fifteen members signed up for national membership.

*1997 Conference*

Tom reported that Washington had declined hosting the 1997 conference, and Susan is visiting with people in Austin and Dallas. Tom gave Susan Deese-Roberts Tom Dayton's name as a contact for Northern California. Susan tried the Lake Tahoe and Reno area, but couldn't find interest.

**NEW BUSINESS**

*CRLA Election Results*

10. Tom reported results of the CRLA officer elections: Vincent Orlando, *President-Elect*; and Rosalind Lee, *Secretary-Elect*. Tom reported that the both elections were close. Tom will work with the newly elected officers.

**CRLA TELEPHONE CONFERENCE**

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*Tempe Board Schedule*

11. Tom gave the Board the Preliminary Tempe Board Meeting Schedule:

Monday, April 3      9-12, 1:30-5:30  
1995-96 Budget, General Business

Tuesday, April 4      9-12, 1:30-5:30  
Reports, General Business

Thursday, April 6  
9:00 Leadership Seminar  
1:00-4:00 General Business, Open to  
Members to address Board

Sunday, April 9      10-12  
General Business as scheduled by Pat

*E-Net*

12. Ann Faulkner informed the Board that she, other CRLA members, and NADE members recently visited by E-Mail concerning uniting CRLA and NADE. Tom sent Board members copies of some of the conversations. Ann was concerned that the CRLA officers did not participate in the conversation on Internet.

*Ann Faulkner*

**Attachment F**

After Board discussion, Pat suggested that Rick Sheets might work the Internet for the Board. She will contact him with the Board request.

*Perry Franklin*

Tom shared information received from Perry Franklin in regard to the basics of Internet.

**Attachment G**

*Telephone Cards for Board*

13. Sandra visited with the Board about the AT&T Telephone Charge Cards she obtained for officers. Each officer received a copy of his/her billing. The complete bill went to Sandra. Sandra

**CRLA TELEPHONE CONFERENCE**

**DECEMBER 8, 1994**

**Page 7**

asked Board members if the reporting system was acceptable. They agreed it was fine.

**Attachment H**

*Next Conference Calls*

14. The next CRLA Board Telephone Conference Calls are scheduled at the same times for January 26 and March 2.

**The Telephone Conference Call was concluded at 2:50 P.M.**

Respectfully Submitted,

Nancy Moreland, Secretary

(These Minutes were approved by the Board on 1-26-95.)

CRLA TELEPHONE CONFERENCE

~~THURSDAY~~ DECEMBER 8, 1994

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Respectfully Submitted,

Nancy Moreland, Secretary

(These Minutes have not been approved by the Board.)

# **ATTACHMENT #16**



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

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**15 May 1994**

**HUNTER R. BOYLAN, DIRECTOR  
ELAINI L. BINGHAM, ASSISTANT DIRECTOR  
NATIONAL CENTER FOR DEVELOPMENTAL EDUCATION  
REICH COLLEGE OF EDUCATION  
APPALACHIAN STATE UNIVERSITY  
BOONE, NORTH CAROLINA 28608**

**Dear Hunter and Elaine:**

**It was a pleasure visiting with you two at the CRLA Conference in San Diego. I particularly enjoyed your presentation to the CRLA Board concerning the second National Conference on Research in Developmental Education scheduled for Fall 1996. During your presentation the Board endorsed CRLA as a co-sponsor of the conference and agreed to get back to you concerning specifics. The following conference sharing arrangements were decided upon during the CRLA Board's May Teleconference.**

- 1. Free exhibit space for CRLA at the National Conference on Research in Developmental Education (NCRDE) and free exhibit space for the National Center for Developmental Education at CRLA's Spring '95 Conference in Tempe.**
- 2. One NCRDE fee waiver to be used by CRLA as its board sees fit and one fee waiver for CRLA's Spring '95 Conference in Tempe to be used as the National Center sees fit.**



3. A half page of free advertising in the conference program for CRLA in the NCRDE program and a half page of free advertising in CRLA's Spring '95 Conference program.
4. One guaranteed presentation slot on the NCRDE program for a CRLA representative and one guaranteed presentation slot on CRLA's Spring '95 Conference program for a National Center representative.

As your initial letter indicated, CRLA is not being asked to contribute any money to the conference or to accept any financial risk for the conference. CRLA looks forward to co-sponsoring the NCRDE with the National Center. I look forward to hearing from you as plans progress for NCRDE.

Sincerely,



Tom Gier, Ph.D.  
President, CRLA  
English Department  
University of Alaska Anchorage  
3211 Providence Drive  
Anchorage, AK 99508

Office phone: (907) 786-1926  
Office fax: (907) 786-1688  
home phone: (907) 344-2683

cc: Dr. Pat Mulcahy-Ernt

# **ATTACHMENT #17**

**COLLEGE READING & LEARNING ASSOCIATION**  
**QUICK REFERENCE LIST: AUGUST 1994**

-----  
**PRESIDENT**

**DR. TOM GIER**  
**ENGLISH DEPARTMENT**  
**UNIVERSITY OF ALASKA ANCHORAGE**  
**3211 PROVIDENCE DRIVE**  
**ANCHORAGE, AK 99508 (907) 786-1926**  
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**OR 8102 HARVEST CIRCLE**  
**ANCHORAGE, AK 99502 (907) 344-2683**

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**PRESIDENT-ELECT**

**DR. PATRICIA MULCAHY-ERNT**  
**DEPARTMENT OF EDUCATION & EDUCATIONAL PSYCHOLOGY**  
**WESTERN CONNECTICUT STATE UNIVERSITY**  
**WESTERN CAMPUS**  
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**OR: 220 WEST FLAT HILL ROAD**  
**SOUTH BURY, CT 06488 (203) 264-1288**

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**PAST PRESIDENT**

**DR. JO-ANN MULLEN**  
**DIVISION OF EMECR**  
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**FAX: (303) 351-2312**  
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**ACCESS DIVISION**  
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**OR 3426 GLADSTONE**  
**AMARILLO, TX 79121 (806) 358-1452**

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**TREASURER (UNTIL AUG 1994)**

**DR. ROSA HALL**  
**LEARNING CENTER**  
**ANTELOPE VALLEY COLLEGE**  
**3041 W. AVENUE K**  
**LANCASTER, CA 93536 (805) 943-3241 X307**  
**FAX: (805) 943-5573**  
**OR (805) 252-9834**  
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SANDRA EYANS

ADULT BASIC EDUCATION  
COLLEGE OF THE MAINLAND

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TEXAS CITY, TX 77591

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FAX: (409) 938-8918

OR 847 SHAWNEE

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UNIVERSITY OF NEW MEXICO

ALBUQUERQUE, NM 87131

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FAX: (505) 277-6019

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DR. JOYCE WEINSHEIMER

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AWARDS & SCHOLARSHIP CHAIR

DR. ROSEANNE COOK  
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JCRL EDITOR

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OR (714) 970-6397

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EXECUTIVE EDITOR JCRL

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FULLERTON, CA 92634

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FAX: (714) 773-3314

OR (714) 633-2894

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DR. MARTHA JONES  
VICTORIA COLLEGE  
2200 E. RED RIVER ST.  
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(512) 573-3291 X328

---

POLITICAL ACTION CHAIR

TRISH DUPART  
SANTA BARBARA CITY COLLEGE  
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SANTA BARBARA, CA 93109  
OR 5175 RHODES AVENUE  
SANTA BARBARA, CA 93111

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PROFESSIONAL ASSOCIATION LIAISON CHAIR

GLADYS SHAW  
UNIVERSITY OF TEXAS-EL PASO  
105 WEST UNION  
EL PASO, TX 79968  
FAX: (915) 747-5111

(915) 747-5366

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SIG COORDINATOR

PAT JONASON  
JOHNSON COUNT COMMUNITY COLLEGE  
12345 COLLEGE BLVD  
OVERLAND PARK, KS 66210  
OR (913) 631-0311

(913) 469-8500 X3351 or 3320

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INTERNATIONAL TUTOR CERTIFICATION PROGRAM COORDINATOR

DR. KARAN HANCOCK  
8102 HARVEST CIRCLE  
ANCHORAGE, AK 99502

(907) 349-7128

---



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

July 15, 1994

To: 1994 Elections Committee

Karen Agee  
Nico Cameron  
Tom Dayton  
Becky Johnen  
Jo-Ann Mullen  
Shirley Sloan

From: Joyce Weinsheimer, Elections Chair

A handwritten signature in black ink, reading 'Joyce Weinsheimer', written in a cursive style.

Re: Update on Elections

Perhaps through the CRLA grapevine you have heard that Tom Pasternack died of a heart attack while on a vacation in France with his wife. Such news is difficult to accept, and I mourn the loss of Tom. I also regret that Tom's untimely death prevented him from contributing to CRLA in a way that I know he was looking forward to; Tom had been preparing for his candidacy as President Elect for the past few years and he was excited about running for office. With Tom's death, we have lost a valuable colleague and a good friend.

In his role of CRLA President, Tom Gier directed me to re-open the search for a President-Elect candidate. After discussions with a few of you who happened to be in the office when I called and several conversations with Tom Gier about who the Board would support, I contacted possible candidates. As a result, we now have a new slate of candidates for the 1994 Elections:

President Elect: Vince Orlando  
Rick Sheets

Secretary: Nancy Krause  
Rosalind Lee

Each candidate has reviewed the job description for their office and is in the process of completing a candidate information form. By August 15th I will have a picture, information form, and goal statement from each of the candidates to use to prepare the election mailing. My goal is to send the election information and ballots to all CRLA

members by mid September. The President should be able to notify the candidates of the outcome of the election by mid-November.

I want to thank you for your help in this process. Your work at the annual conference got us off to a good start, and I think we have put together an excellent slate for the CRLA membership to consider. Now you can sit back and watch for your ballot to arrive in the mail, then cast a vote for the candidates of your choice. This last step, I suspect, will be no easy job given the slate that you helped put together!

Thanks again for your work on the Elections Committee; I greatly appreciate the time and effort you've invested in helping CRLA continue its tradition of strong leadership.



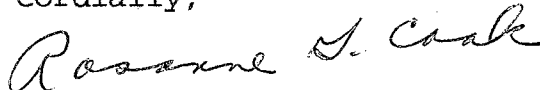
July 21, 1994

Tom Gier  
8102 Harvest Circle  
Anchorage, AK 99502

Dear Tom,

Please accept this as my report to the CRLA Board. I have some modest goals for the first year; I am chairing the annual conference of the Midwest Learning Center Association and will be President of that organization in the coming year, so my goal presently is to continue Kate Sandberg's work and make some changes in an attempt to generate more applications.

Cordially,

A handwritten signature in cursive script that reads "Rosanne G. Cook".

Rosanne G. Cook

RGC:jw  
enclosure  
cc: /Karen Smith  
Rutgers University  
New Brunswick, NJ 08903

College Reading and Learning Association  
Awards and Scholarships Committee

1. Accomplishments, changes, new information/items.

My accomplishment to date is to have figured out what the role of the committee chair is! I have organized materials and written a timeline, so, although I feel I had a slow start with this, I know what needs to be done and when.

I have a start on a committee and have found someone interested in taking over the scholarship raffle (Carol Lyon, formerly chair of the CRLA SIG for Liberal Arts Colleges and Universities).

2. Committee's direction, goals for 1994-95.

The goals, of course, are to generate applications for the awards and scholarship program and to generate funding for the program through the annual scholarship raffle.

In order to generate applications, we will publicize the program to the membership and place announcements of the program in the newsletters of other organizations. I would also like to revise the guidelines and application forms in order to maintain the simplicity of the application form and to provide more complete application guidelines. I would also like to improve the appearance of the application forms by asking a graphic designer to propose some changes.

After talking with Tom Gier, I have identified what may be a more effective deadline of February 15, 1995 (rather than January 15).

3. Recommendations requiring Board action.

I do not have any recommendations at this time but request that the Board determine the number of \$500 Scholarship Awards it wishes to make available next year. Last year, there were two applicants and one was awarded.

Rosanne G. Cook  
Awards and Scholarship Chair  
July 20, 1994

Marilyn Rye  
July 1994 Log

July 5

Spoke with Robin Diamond about orientation.

Learning assistance--rewriting 102 paper.

Accounting tutoring--

Quant methods tutoring--2 people

July 6

Orientation

Accounting tutoring

Meeting with Gladis to show her center and discuss tutor training.

July 7

Orientation

Farewell luncheon

July 8

July 9

Orientation

July 10

Orientation

July 11

Off

July 12

Off

July 13

Orientation

July 14

July 15

Orientation

Had lunch with Laura Bromley. She is looking forward to the LRC carrying out all our plans for next year in regard to giving Livingston students extra support in the form of 102 workshops and tutors trained by Darcy to support writing tutoring in the LRC.

Dick Jamison stopped by to say good-bye. He wanted to arrange a study hall in the a LRC for all freshman football players every weekday evening. We explained we couldn't accommodate them since Success in Sciences would be here three evenings a week. We can't put them in the carrel spaces because of the equipment.

July 16

Orientation

July 18

Off

July 19

Janet Hsu, the quant methods tutor said she knew SAS and would be interested in tutoring for Past Roos' sociology course. She will contact Pat Roos.

Orientation

Learning assistance appt.

July 20

Bob had a farewell reception for people at Livingston.

July 21

Nothing significant happened.

July 22

Last day. Packed up

THE UNIVERSITY OF TEXAS AT EL PASO  
TELECOPIER MESSAGEDATE: 8/19/94TO: Karen SmithFROM: Gladys ShawTELECOPIER PHONE #: 908 - 932 - 1453

MESSAGE: Hi Luv: Hope summer has been GRAND for you.  
Just spoke with Tom about the National  
Tutoring Assoc. Their Pres., Ruth  
Doucette, called me re another matter  
but I've established a liaison with them  
for C.R.I.A. My ulterior motive is to get them  
to endorse our Certif. standards and program  
As a part of this liaison, Tom okayed  
my inviting her to do a Round Table  
Session in Tempe. She may or may  
not propose. If she does, is  
there a problem with assuring  
her a spot?

From: The University of Texas at El Paso  
Tutoring and Learning Center  
300 Main Library  
El Paso, TX 79968-0611  
(915) 747-5366 (OFFICE)  
(915) 747-5486 (FAX)

THE STATE UNIVERSITY OF NEW JERSEY  
**RUTGERS**

Learning Resource Center  
David Lloyd Kreeger Bldg.  
Brower Commons Annex  
New Brunswick • New Jersey 08903 • 908/932-1443  
**FAX: 908/932-1453**

**USER'S DOCUMENT  
COVER SHEET**

TO: Gladys Shaw 915-747-5486  
FROM: Karen Smith  
DATE: 9-6-94  
\*My email - kgs@gandalf.rutgers.edu

NUMBER OF PAGES IN DOCUMENT: 1  
(including cover sheet)

COMMENTS: 1. Proposals come to me, but that's ok for Pat to  
receive as well. 2. Pat's address changed in late August,  
however. (WK) Dept. of Ed & Ed. Psych, Western Connecticut State U.,  
West Side Campus, Danbury, CT 06810 - Ph 203/837-8515.  
(HOME) 220 West Flat Hill Rd, Southbury CT 06488 - Ph 203/264-1288.  
3. No traveling display. Tom and I had extended chat and he  
prefers a poster. I'm working on that now and should have  
multiples ready this month. 4. Cheers to you!

THE UNIVERSITY OF TEXAS AT EL PASO  
TELECOPIER MESSAGEDATE: 9/1/94TO: Dr. Karen SmithFROM: Sharon ShawTELECOPIER PHONE #: 908-932-1453

MESSAGE: Hi Gal - this is just a follow up  
on the Ruth Doucette thing. For  
some reason she's being asked  
to go to Pat Muculby about  
her proposal, but I feel you  
should know that since I had  
alerted you she might be sending  
a proposal to you. For just the  
messenger. ☺

Any info for me on the Traveling  
display? How can I help? I'd like  
to take one to this Org.'s conference  
if we can get one done.

From: The University of Texas at El Paso  
Tutoring and Learning Center  
300 Main Library  
El Paso, TX 79968-0611  
(915) 747-5366 (OFFICE)  
(915) 747-5486 (FAX)

Love you,  
[Signature]



## THE UNIVERSITY OF TEXAS AT EL PASO



September 2, 1994

Tutoring and  
Learning Center

TO: Ruth Doucette, President National Tutoring Association

FROM: Gladys R. Shaw, Director

Ruth, Dr. Tom Gier, President of CRLA, just called me. The Board has agreed to waive your conference registration fee and accept a proposal to present from you with the understanding that my conference registration fee would be waived for your conference and I would be accepted as a presenter on your program.

If you feel you can attend the CRLA Conference in Tempe, please contact Dr. Patricia Mulcahy-Ernt at 908-932-7496 X351 or 609-683-5208 regarding your conference fee waiver and presentation. The program schedule is in progress, so I suggest you contact her ASAP.

I find this kind of professional liaisoning exciting and feel it can be mutually beneficial. If at all possible, I would also like to schedule a brief appointment at your conference to meet with you and the executive board to discuss a formal liaison agreement for areas where the two organizations may be able and willing to collaborate.

Library - 3rd Floor  
El Paso, Texas  
79968-0611  
(915) 747-5366



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

TO: ROSEANNE COOK, AWARDS & SCHOLARSHIPS CHAIR  
KARAN HANCOCK, TUTOR CERTIFICATION COORDINATOR  
KAREN SMITH, ARCHIVIST  
SUSAN DEESE-ROBERTS, SITE SELECTION CHAIR  
PATTI GLENN-COWAN, BYLAWS CHAIR  
JoAnn CARTER-WELLS, EDITOR, JCRL  
JANICE LEWIS, EXECUTIVE EDITOR, JCRL  
JOYCE WEINSHEIMER, ELECTIONS CHAIR  
ROBIN BISCHOF, MEMBERSHIP COORDINATOR  
RITA DUNBAR, ASSOCIATE MEMBERSHIP COORDINATOR  
MARTHA MAXWELL, CAS REPRESENTATIVE  
ROZ BETHKE, NEWSLETTER EDITOR  
TRISH DUPART, POLITICAL ACTION CHAIR  
GLADYS SHAW, PROFESSIONAL LIAISON CHAIR  
PAT JONASON, SIG COORDINATOR  
TOM DAYTON, EVALUATIONS CHAIR

FROM: TOM GIER, CRLA PRESIDENT *Tom*  
8102 HARVEST CIRCLE  
ANCHORAGE, AK 99502

DATE: 8 JUNE 1994

RE: CRLA SUMMER BOARD MEETING

The CRLA Board is scheduled to meet August 13-15. Reports from each committee will be an agenda item. I would like you to submit to me a written report by July 15th that includes:

1. any accomplishments, changes, new information/items, etc. since your last report;
2. the direction you see your committee taking in 1994-95; its focus; goals you have set for your committee;

3. any recommendations upon which the Board needs to act; and
4. anything else the Board needs to be aware in regards to your committee/group.

I wish to thank you in advance for your cooperation. Please do not hesitate to contact me if you have any questions: work - (907) 786-1926 and home - (907) 344-2683. You can also fax me at: (907) 786-1688.

P.S.

Please remember to copy all correspondence to Karen Smith for the archives. You might want to add her name to all committee rosters so that she is automatically on the distribution list. Her address is:

RUTGERS UNIVERSITY  
KEEGER LEARNING RESOURCE CENTER  
COLLEGE AVENUE CAMPUS  
P.O. BOX 5062  
NEW BRUNSWICK, NJ 08903



College  
Reading &  
Learning  
Association

READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

c/o Learning Skills Centre • Southern Alberta Institute of Technology • 1301 - 16th Avenue N.W., Calgary, Alberta T2M 0L4

August 17, 1994

*This letter was individually addressed and  
mailed August 17/94 to all SIG leaders on the attached List.*

Dear ,

## **CRLeh 1996 !**

**Tempe April '95... Calgary April '96... Albuquerque Fall '96...**

Calgary will host CRLA's first international symposium in April 1996. This event will mark the first time in the history of the association that a gathering of CRLA members will be held on "foreign" soil. Please note CRLA's 29th Annual Conference will move to a Fall date in 1996. Calgary's Spring '96 Symposium will be a bridge between the April '95 Annual Conference in Tempe and the Fall '96 Annual Conference.

**The Lodge at Kananaskis** (located one hour's drive west of Calgary) with its spectacular convention centre is the appointed site for the **1996 International Symposium on Teaching and Learning: Changing with the Times** • April 18, 19 and 20.

This first symposium will feature a series of 3-hour workshops and 75-minute panel or discussion groups by a SIG leader or SIG member of the CRLA. Each SIG leader is invited to recommend at least three SIG members and even nominate herself/himself to conduct a session. Included is a suggested proposal submission format to assist the presenters in developing their presentation. The date due for the nominations is **Friday, October 14, 1994**. Please include an address, phone or FAX number so we can contact nominees promptly.

All speakers must register and pay registration and accommodation fees for the symposium.

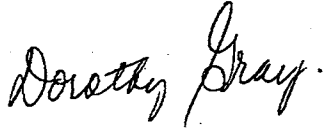
Make 1996 a memorable year. Join your Canadian colleagues in magnificent Kananaskis Country—the place where two rivers meet. In this splendid setting, you will be energized by the breathtaking natural environment while you participate in an invigorating teaching and learning experience.

Karl Olsen (Southern Alberta Institute of Technology, Calgary) and I (Grant MacEwan Community College, Edmonton—180 miles north of Calgary) are working together on the program. Please forward your reply to Karl at the above address or E-mail: "KFOLSEN@ADMN.SAIT.AB.CA".

Karl can also be reached by phone:

Office: (403) 284-8766  
FAX: (403) 284-8728  
Home: (403) 271-6736

Looking forward to hearing from you...



**Dorothy Gray**

Co-Chair, Program

*International Symposium on Teaching and Learning: Changing with the Times*

CRLA 1996 Symposium • April 18, 19, & 20 • Kananaskis, Alberta

km

Attachment (*Elements of the Proposal Submission*)

c: Pat Jonason, SIG Coordinator, Johnson County Community College, Overland Park, KS  
Jo-Ann Mullen, Coord. of States/Regions, University of Northern Colorado, Greeley, CO  
➡ Karen Smith, Archivist, Rutgers University, New Brunswick, NJ



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c/o Learning Skills Centre • Southern Alberta Institute of Technology • 1301 - 16th Avenue N.W., Calgary, Alberta T2M 0L4

**Due Date: October 14, 1994**

*International Symposium on Teaching and Learning: Changing with the Times*

April 18, 19 & 20, 1996

Kananaskis, Alberta, Canada

## ELEMENTS OF THE PROPOSAL SUBMISSION

### **Title**

Choose a brief title that will be clear to the intended audience. Remember that the title is important for attracting participants to the session.

### **Abstract**

Limit the abstract to approximately 250 words. Include a statement of goal, a brief explanation of the theoretical framework, and a precise description of the tasks to be performed during the workshop. In the case of a discussion group, identify the specific contribution of each participant.

### **Summary**

Write in the third person and future tense. The summary will appear in the conference program booklet to help participants decide which presentations are most appropriate to their interests.

### **Workshop** (3 hours including 1/2-hour break)

The emphasis of a workshop is on carefully structured activities for the participants. the **leader** works with a group helping participants solve problems or develop specific teaching or research techniques.

### **Panel/Discussion Group** (75 minutes)

A panel/discussion group provides both formal presentation and participant discussion. It is a forum for the presenter to discuss current issues and for open discussion among all attendees. The organizer is responsible for securing the participation of people representing various viewpoints on the issue.

Dorothy Gray, Program Co-Chair  
Instructor, Arts & Science, Student Study Services  
Grant MacEwan Community College  
Edmonton, Alberta, Canada  
Office: (403) 497-5353  
FAX: (403) 497-5347  
Home: (403) 488-3369

Karl F. Olsen, Program Co-Chair  
Supervisor, Learning Skills Centre  
Southern Alberta Institute of Technology  
1301 - 16th Avenue N.W.  
Calgary, Alberta T2M 0L4  
Office: (403) 284-8766  
FAX: (403) 284-8728  
Home: (403) 271-6736  
E-mail: "KFOLSEN@ADMN.SAIT.AB.CA"

Karl will be collecting all written responses and enquiries.

**College Reading and Learning Association**  
**Special Interest Group Leaders**  
*(taken from p.8 & 9, CRLA Newsletter Vol. XVIII, Issue 1, Summer 1994)*

**Cognitive Psychology**

Jan Swinton  
Spokane Falls Community College  
W. 3410 Ft. George Wright Drive  
M.S. 3050  
Spokane, WA 99204  
(509) 533-3603 (W) FAX (509) 533-3433

**College Reading**

Carol Wills  
381 Nova Lane  
Menlo Park, CA 94205  
(415) 325-0268 (W) FAX (415) 328-5147

**Computer Technology**

LaVern Schroeder  
Learning Resource Center  
Beloit College  
700 College Street  
Beloit, WI 53511  
(608) 363-2572 (W)

**Counselling/Helping Relationships**

Diane Crary  
Coordinator • Adult LD Program  
California State Univ. at Long Beach  
1250 Bellflower Boulevard  
Long Beach, CA 90840-02001  
(310) 985-4330 (W)

**Critical Thinking**

Craig Stern  
Learning Assistance Center  
Northern Arizona University  
Box 6035  
Flagstaff, AZ 86011  
(602) 523-6977 (W)

**Developmental/Basic Writing**

Mary Fagan Clark  
Dept. of English  
University of Houston • Downtown  
#1 Main Street  
Houston, TX 77002  
(713) 221-8097 (W)

**Emotional/Motivational Aspects of Learning**

Glenn Hirsch  
109 Eddy Hall  
University of Minnesota  
192 Pillsbury Drive S.E.  
Minneapolis, MN 55455  
(612) 624-07546 (W) FAX (612) 624-0207

**English as a Foreign/Second Language**

Anna-Maria Schlender  
Humanities Division  
Holy Names College  
3500 Mountain Boulevard  
Oakland, CA 94619  
(510) 436-1064 (W) FAX (510) 436-1199

**HyperCard**

Richard Holdredge  
Learning Center  
Los Angeles Valley College  
5800 Fulton Avenue  
Van Nuys, CA 91401  
(818) 781-1200 Ext. 407 (W)

**Learning Assistance Center Management**

Carolyn Smith  
University of Indiana  
8600 University Boulevard  
Evansville, IN 47712  
(812) 464-1743 (W) FAX (812) 464-1958

**Learning Disabilities**

Lorraine Peniston  
CAPS - Zimmerman Library  
University of New Mexico  
Albuquerque, NM 87131  
(505) 277-7208(W) FAX (505) 277-6019

**Liberal Arts Colleges and Universities**

Kelly Hudgins  
AC Suite 61531  
Austin College  
P.O. Box 1177  
Sherman, TX 75091-1177  
(512) 483-7000

**Mathematics Tutorial Programs**

Margaret Rogers  
Math Learning Center  
Shoreline Community College  
16101 Greenwood Avenue N.  
Seattle, WA 98133  
(206) 546-5825 (W)

**Multicultural Issues**

Patti Dozen  
Moorpark College  
7075 Campus Road  
Moorpark, CA 93021  
(805) 378-1400 (W) FAX (805) 378-1499

**Peer Tutoring**

Karan Hancock  
8102 Harvest Circle  
Anchorage, AK 99502  
(907) 786-1926 (W)

**Research and Evaluation**

Michael F. O'Hear  
Asst. Dean • Arts and Sciences  
Indiana University • Purdue  
University at Fort Wayne  
Fort Wayne, IN 46805  
(219) 481-6817 (W)

**Teaching Excellence**

Kate O'Dell  
School of Education  
University of Alaska  
3211 Providence Drive  
Anchorage, AK 99508  
(907) 786-4777 (W) FAX (907) 786-1749

**Workforce Literacy**

Sinda J. Slagle  
1745 Peavine Road  
Reno, NV 89503  
(702) 747-2556 (H)

August 17/94/KathyMacDonald/SAIT/(403) 284-7050  
Calgary, Alberta, Canada  
E-Mail: "MKMACDONALD@ADMN.SAIT.AB.CA"

# **ATTACHMENT #10**



## 1994 Conference Evaluation Report

1. How many prior annual CRLA conferences have you attended?

0 41 1 20 2-5 48 6-10 23 10+ 19

2. Have you been a member of CRLA prior to this conference?

Yes 111 No 32

3. How did you learn of this conference?

colleague 47 mailing 43 J. of Developmental Ed 8

CRLA Newsletter 42 J. of College Reading & Learning 7

Other:

previous conf. 8 requested brochure 1 conf. planning 1

4. In which state are you currently employed?

*We need to change this question, i.e., Canada 6  
and Province of Prince Edward Island 1.*

CA 43 NM 12 ID 1 AZ 7 KS 5 WA 4 OR 7 TX 8 NJ 3

VA 1 CO 2 IA 1 TN 5 CT 1 VT 1 HI 3 IN 3 OH 3

GA 1 NV 2 ME 2 MN 2 OK 3 AK 1 VA 1 MO 2

IL 2 PA 1 NE 7 LA 1 NH 1

5. What type of position do you hold?

Instructor 95 Counselor 4 Tutor 4

Instructional Assistant 6 Administrator 53

Advisor 1 Administrative Support 2 Librarian 2

6. What is the main area of your employment?

Reading 66 Writing 25 Math 7 Counseling 6  
Learning Assistance 60 Tutorial 18 Librarian 2  
Study Skills 5 ESL 3 One Each: ABE-GED Prep,  
Psychology, Science, Teacher Ed., Ed Reform and Workforce  
2000 Issues, Disabilities and Personal Development,  
Developmental Ed., Speaking, Medical School,  
Staff Development-Evaluation-Research, Data-Computers

7. In what type of institution do you work?

Two-year Jr./Community College 73  
Four Year College/University 70  
Worksite Literacy Program 1 High School 1 Military 1  
Three Year Community College 1

Evaluation of Services and Planning

1. Program printing, layout and information

Excellent 84 Good 54 Average 13 Poor 2 No Response 0

2. Registration process

Excellent 102 Good 40 Average 6 Poor 2 No Response 0

3. Cost of conference

Excellent 54 Good 58 Average 34 Poor 6 No Response 0

4. Exhibits

Excellent 35 Good 57 Average 38 Poor 13 No Response 4

5. Hotel location

Excellent 64 Good 55 Average 20 Poor 12 No Response 1

6. Hotel accommodations

Excellent 67 Good 43 Average 23 Poor 6 No Response 8

7. Pre-conference publicity (call, newsletter articles, ads)

Excellent 72 Good 48 Average 12 Poor 6 No Response 4

8. Tours/Leisure events

Excellent 54 Good 32 Average 9 Poor 2 No Response 36

Comments/Suggestions: (Edited typical comments)

"Beautiful city-- more centralized hotel location would have allowed us to see more and still attend concurrent sessions (P. S. much better location than Kansas City, however!)."

"I felt left out by being at the Hilton as overflow plus it was a nuisance riding the shuttle (even though it was a good idea!)."

"Hotel service was poor in the restaurant especially. Also rooms did not appear to be very well cleaned. While CRLA can't control that ahead of time, we should make our dissatisfaction known."

"Zoo trip was a real treat."

"Zoo trip and Harbor cruise were poorly scheduled. The best activities were either before most of us got here or after we left."

"need more rooms with two beds"

"Hotel rooms were not well set up for multiples in a room-  
- one mirror."

"The hotel room costs were too high and the charge for food in the restaurant was too high."

"CRLA continues to be the best conference available for those of us who work with developmental programs in two year colleges."

"As a first time attendee, I found the institutes and workshops to be helpful, educational, and interesting. Good job!"

CRLA Future Conference Ideas/Suggestions: (Edited typical comments)

"The food at Friday night's Banquet and the Mentor luncheon was the best I've had for hotel meals at a conference setting like this (happy face)."

"Banquet is getting very expensive-- Perhaps have a breakfast or luncheon instead. It would be great to have a breakfast all together."

"Suggest the Visa/Mastercard is accepted for registration over the phone."

"Have hotel reserve more rooms for potential attendees. Called a month ahead and already no rooms left. Appreciate shuttle service offered-- frustrating that times were not always adaptable to needed transportation. Would be good if overflow hotel could be within walking distance of conference hotel."

- "1. Separate rooms for SIG meals.
2. Have a combination of SIG meal and session-- creation of 3 hour (2 1/2-3 hr) block.
3. Evening activity before institutes (such as zoo) great -- but institutes conflicted with sightseeing (Tijuana), maybe save something like that for later in conference (at end). Zoo night was good-- but should end sooner if early in conference.
4. Longer State mtgs-- maybe 5 PM again on Friday, so we can conference with longer meeting if necessary."

"Round tables on hot-topics is a great idea!

Note to CRLA: A membership directory! Do you have any idea how difficult it is for us who are not 'veterans' of WCRLA, etc. to touch base with other members, etc.?"

"More sessions on multicuture, athletics and learned disabilities/special populations (disabilities)."

Just bring in more exhibitors! Let's have some excellent literature, new multicultural novels, and some complementarily software. Aside from your wonderful computer work area, please invite some computer dealers."

"1 hour time slot for State Chapters would be an improvement. Have some sessions on multimedia, Internet, E-mail. The really active members of the organization know the history of the SIGs, scholarship raffle, chapters, but new members need to know these things-- how about a 'History Flier' -- avoids the feeling of being outside a clique, helps to know where to get more involved."

Dr. Freud brought tears to my eyes-- an inspiration! The high point of my trip!"

- "1. Brain research and its implications to teach
2. Critical thing through reading and writing"

"Chairpersons for Institutes should not be required to buy a ticket for that particular institute."

"Consider merging CRLA with NADE soon! Political clout for developmental educational is essential and merging the two groups could help with this."

"1. Registration form should be on one page instead of all spread out on several pages.

2. Should be a page in back of program listing each time slot so a person could fill out each time slot over the conf., with the activity or session she wanted to attend and thereby have her individual schedule on one page."

"Your administrative board is impressive-- this organization is in 'good hands'."

Could you 'recruit' Mentors? I have an idea, but haven't been invited to be a mentor for several years. Do a mentor brunch on getting a sabbatical."

"I would like a basic review for computer illiterate: Explain hypertext, internet, etc.. as well as give a basic overview of hardware and software.

Overview of basic skill material available on computer- both networked and independent.

Overview of authoring programs and ranks- on demonstrations."

"More time for State Chapter meetings. Offer institutes on Sat., perhaps only am. I felt that I was excluded since I didn't want to cancel my classes. Offer a copying service when presenters do not have enough handouts to distribute."

"How about trying some activities for families attending."

1. Need tables for institutes-- too long, too valuable to juggle on lap.

2. Provide conference attendee list or membership list with registration packet. Quick meeting leave uncertain about names-- If haven't asked for card on meeting-- too hard to drop a note farther offer conference (NADE's have been very useful).

It's PC, but important in presenting ourselves as professionals:

- a. Hispanic is a meaningless term: Latino/a is more appropriate and useful.
- b. Freshmen is gender biased: Participants should be encouraged to use the term 'first year' (or equivalent).

#### Overall Conference Rating (Edited typical comments)

"Excellent variety of presentation. Good job! Well done! Institutional entertainment-- exceptional! Congratulations, Tom and Karen, etal!"

"Registration form was rather convoluted-- price breakdowns for all activities should be on one sheet."

"Great job! Super presentations! How about a sign-up form or some other method for people attending the conference alone to get together for evening outings and/or meals? Some people would prefer the company of a few over a group after being among the masses all day."

"The quality and usefulness of the presentations that I attended was top notch with one glaring exception. That's my primary purpose in attending the conference, but it sure doesn't hurt that the membership is also a fun bunch that makes newcomers feel welcome!"

"As usual, the CRLA conference was well organized and well worth the time and money spent. Congratulations to all concerned on a very good job."

Please don't schedule conference on Jewish Holidays!  
(Remember that Jewish holidays start the night before they are listed on the calendar.) Thanks!"

"I have been a member since 1976 and it is easy to see how improved and professionalized CRLA has become. I am proud to be a member. The conference plans are without a flaw. Excellent!"

Report prepared by:

Tom Dayton, Evaluations Chair  
American River College  
5010 Cowell Blvd.  
Davis, CA 95616  
Work (916) 484-8106  
Home (916) 753-2988

# **ATTACHMENT #11**





READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

July 14, 1994

To: Tom Gier, CRLA President

From: Joyce Weinsheimer, Elections Chair

Re: Report on Elections

This memo is to update you on elections for the upcoming year.

In response to the need to re-open our search for a President-Elect candidate, I acted on the Board's list of approved "possibilities." I am pleased to inform you that Vince Orlando has agreed to run for office.

The slate for elections is as follows:

President Elect: Vince Orlando  
Rick Sheets

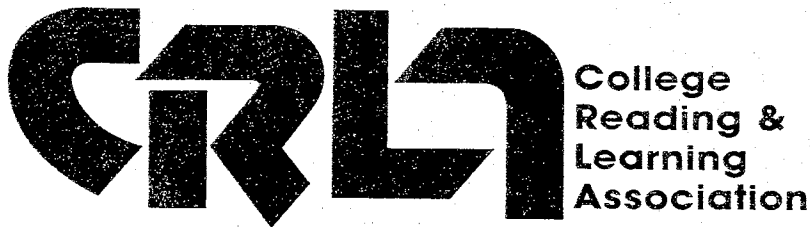
Secretary: Nancy Krause  
Rosalind Lee

Each candidate has reviewed the job description for their office and is in the process of completing a candidate information form. By August 15th I will have a picture, information form, and goal statement from each of the candidates to use to prepare the election mailing. My goal is to send the election information and ballots to all CRLA members by mid September. The President should be able to notify the candidates of the outcome of the election in mid-November.

I wish to thank the CRLA Board for your support in this process.

c. Karen Smith, Archivist

# **ATTACHMENT #12**



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

Harrisburg Area Community College-Lebanon Campus  
735 Cumberland St., Lebanon, PA 17042

June 25, 1994

TO: Tom Gier

FR: Becky Johnen 

RE: Strategic Planning for CRLA

I have finally finished my article for JCRL on strategic planning and the results of the work the Board did in 1992-93 and members did at the 1993 conference. I've enclosed a draft of the article for you, particularly if you'd like to pick up the ball and complete the strategic planning process with this Board. I'm willing to help or provide whatever assistance you feel is necessary.

What still needs to be done is:

1. Information gained from the 1993 plenary needs to be synthesized and revised mission, vision, values, goals and objective statements written based on members' thoughts gathered at the plenary. I've enclosed the worksheets used at the plenary. I feel someone on the current Board should synthesize and draft new statements for the Board to review. Pages five and six of the manuscript contain the original statements. After revising these statements, they should go back to the membership for final approval.
2. Using the information gained in the environmental scan (see pages 6-8 of the manuscript), the identified strategic issues (see manuscript pages 8-9), and visions of the future (see pages 10-11), goals and objectives for the next five years should be drafted.
3. All of this information will form the Association's strategic plan, 1994-1999. (This is something that I can help finalize for you.)

After reviewing the information that is here, give me a call if you'd like to discuss.

Hope all is going well with you. Very busy here. I take my comps on July 30, then its on to the dissertation, which by the way, I am doing on strategic planning.

I got your call regarding you doing the Canadian conference. I am willing to help in whatever way now, but my time through December is limited. I should be unencumbered by January and can do more after that. Just keep me posted.

Take care.

# HEADED FOR THE FUTURE: THE USE OF STRATEGIC PLANNING TO GUIDE THE COLLEGE READING AND LEARNING ASSOCIATION

## Overview

In 1992 the College Reading and Learning Association (CRLA) celebrated its 25th anniversary. It was a time of reflection. According to Weinsheimer (1992) it was, "...a good time to take a look at the collective story that we have become" (p. 1). While 1992 was a year of reflection, 1993 was a year of planning; a year of combining CRLA's collective story with thoughts of the future to create a plan to guide the association into its next 25 years.

## Literature Review

According to DuBrin, Ireland, and Williams (1989) planning is the process by which an organization decides upon its objectives and how those objectives will be met. Bossert (1989) maintains that the planning process is a continuous one that assists in the effective and efficient operation of an institution. In the work of Riggs and Akor (1992), three categories of planning are presented: management science, the incremental approach, and strategic planning. The incremental approach (long-range) and strategic planning are the most common planning

methods.

While several models of planning exist, strategic planning is advocated as most appropriate for the future of nonprofit organizations since it emphasizes shifts in direction and includes a broader range of contingency plans (Bryson, 1988; Mengerink, 1990). A review of the literature revealed that strategic planning has many definitions. Bryson (1988) describes it as, "...a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it" (p. 5). According to Ho (1992), "Strategic planning is the process of determining what an organization intends to be in the future and how it will get there" (p. 1). DuBrin, Ireland and Williams (1989) define strategic planning as, "The allocation of resources in order to achieve a firm's current and future mission and objectives in a dynamic and competitive business environment" (p. 665). Cope (1987) provides the following definition in an attempt to highlight the essential elements of strategic planning,

Strategic planning is an open systems approach to steering an enterprise over time through uncertain environmental waters. It is a proactive problem-solving behavior directed externally at conditions in the environment and a means to find a favorable

competitive position in the continual competition for resources. Its primary purpose is to achieve success with mission while linking the institution's future to anticipated changes in the environment in such a way that the acquisition of resources (money, personnel, staff, students, good will) is faster than the depletion of resources (p. 3).

No matter what the definition of strategic planning, all have a basic underlying theme--strategic planning is future oriented behavior concerned with a dynamic and complex relationship of the organization with its environment (Wheatley, Anthony, & Maddox, 1991; Rothwell & Kazanas, 1989).

Bryson (1988) cites several benefits of strategic planning: (a) develop effective strategies, (b) clarify future direction, (c) establish priorities, (d) make today's decisions in light of their future consequences, (e) develop a coherent and defensible basis for decision making, (f) make decisions across levels and functions, (g) deal effectively with rapidly changing circumstances, and (h) build teamwork and expertise. Gallagher and Weinberg (1991) discuss how nonprofit organizations must embrace change to survive, and how through a strategic planning process, accommodating change is made easier.

It is important to emphasize that strategic planning is a set of concepts, procedures, and tools.

There are, therefore, several approaches to strategic planning. Mintzberg (1990) has identified 10 schools of thought; however, it is Bryson's (1988) work that provides the most detailed analysis of nine approaches: (a) Harvard model, (b) strategic planning systems, (c) stakeholder management, (d) portfolio model, (e) competitive analysis, (f) strategic issues management, (g) strategic negotiations, (h) logical incrementalism, and (i) innovation.

Despite the existence of these various models, there are eight steps common to the overall strategic planning process: (a) initiating and agreeing on a strategic planning process, (b) identifying organizational mandates, (c) clarifying organizational mission and values, (d) assessing the internal environment for strengths and weaknesses, (e) assessing the external environment for opportunities and threats, (f) identifying the strategic issues facing the organization, (g) formulating strategies to manage the issues, and (h) establishing an effective organizational vision for the future (Bryson, 1988; Groff, 1989; Pearson, 1989; Riggs & Akor, 1992).

#### Mission, Vision, Values, and Goals

CRLA, in its development of a strategic plan, focused on clarifying organizational mission, vision,

and values, assessing the internal environment for strengths and weaknesses, assessing the external environment for opportunities and threats, and identifying the strategic issues facing the organization. During the 1992-93 academic year, the Board of Directors formulated vision, mission, value and goal statements. Proposed statements included:

**Vision:** CRLA is a dynamic community of leaders in the fields of reading, learning assistance, developmental education, and tutorial services. We seek to give practical application to research and to promote the implementation of innovative strategies to enhance student learning and to make a positive difference in the lives of students.

**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.

**Values:** Inclusive: we recognize the uniqueness of individuals. We celebrate our differences as well as our similarities. We seek a membership diverse in nature. We seek to develop a sense of community. Collaborative: we seek resourceful and cooperative arrangements with each other and others in the field. Creative: We are innovative in our approaches to teaching and learning. Supportive: we create and sustain a climate of caring and respect for all members of our profession. We are facilitative, responsive, and friendly in approach.

**Goals:** to provide opportunities for dialogue among professionals; to cooperate and coordinate with other professional organizations in the fields of and related to reading; to increase the quantity and enhance the quality of strategies and techniques used to improve student learning; to provide information and consultants to groups enacting legislation directly related to college reading, learning assistance, developmental



education, and tutorial services; and, to act to ensure an environment where effective learning can take place.

At a plenary session during the 1993 annual conference, approximately 72 members reviewed the work of the Board and recommended changes to the draft statements. These recommendations are currently being assessed by the Board.

#### Identifying Strengths, Weaknesses, Opportunities and Threats

In addition to reviewing the draft statements, the same 72 members provided information on strengths and weaknesses of the association, and opportunities and threats to the association. It is important to note that the following information only reflects the views of the 72 participating in the plenary session. This information has not yet been acted upon by the Board nor by the general membership. Strengths included: openness, inclusiveness, responsiveness to members' needs and input, collegiality, friendliness, unpretentious, collaboration, supportive, professional development, diversity of interests and activities, networking, purpose, sharing of resources, size, multi-disciplined, innovative, creative, quality of people and ideas, professionalism, inspirational, dedication of its members to student success, special interest

groups, history of the organization, scholarships, and publications.

The following were listed as areas the association should improve (weaknesses): marketing of the association/building of name recognition, the use of technology as a communication tool, newsletter to focus on national trends, membership/participation of 4-year research universities, increase state-level participation, liaisons with other organizations, wider distribution of information, cultural diversity, better delineation of conference strands, more balanced, comprehensive presentation in conference programming, and political action.

Opportunities facing the association included: collaboration with the National Association of Developmental Education, joint conferences, linkage with teacher education schools, networking, increasing institutional memberships, sharing of information and expertise, use of grants to support association activities, access to research, and the development of stronger state-level organizations.

Threats or barriers to CRLA were identified as: rapid growth of the association and the loss of the closeness, lack of institution resources to fund travel to conferences, conference costs, state-level budget

cuts, stigma associated with the profession, and many regional and national associations with the same purpose and mission--fragmentation of the field.

### Strategic Issues

To identify the strategic issues facing the organization, members attending the second general session at the 1993 conference were asked to identify driving forces, in addition to the education reform movement, that are having an effect on CRLA's journey. The top five issues identified by over 140 members who responded to the question were:

1. Decreasing fiscal resources. Fifty-three percent of the respondents indicated that limited finances and budget cuts were impacting staffing patterns (use of more part-time and adjunct instructors), instructional resources, continuation of developmental and learning assistance programs (when budgets are tight, it is felt that these are the first programs to go), and professional growth opportunities (lack of dollars to travel to conferences). Furthermore, it was felt that the fiscal situation was creating competition for membership in national associations, and that this competition was fragmenting the field.
2. State and national legislation. Seventeen percent of the survey participants indicated that policies made

at the state and national level are having more of an impact on the delivery (what, how, when, how often) of services. Discussions on standardization of curriculum and evaluation as well as outcomes assessment were of particular concern to the respondents.

3. Diversity of student needs. The changing nature of the student (more minorities, emotionally and socially underprepared, more special needs) and of what students need to be competitive in today's workforce was cited by 11% of the respondents as a driving force.

4. Attitudes toward the profession. Eleven percent of the respondents indicated that attention needed to be paid to the attitudes that others, particularly postsecondary administrators, held toward the profession. It was felt that the practice of first cutting developmental education and learning assistance programs when resources are tight indicates a lack of understanding of the needs of developmental courses as well as a lack of importance and priority given to these programs.

5. Impact of technology on delivery. The use of technology as an instructional delivery tool and the impact this has on planning, presenting, and evaluating instruction was listed as a driving force by 9% of the survey respondents.

### Visions For The Future

Members, when asked what they wanted CRLA to look like in five years, indicated a strong desire to maintain the high quality of leadership and professionalism already exhibited by the Association. Having a focus as the major force in getting the academic world to recognize learning assistance as a discipline (being seen as the proactive force that influences and shapes the profession) was also expressed as a vision for CRLA. Other visions included more cultural diversity in the membership, more of an international organization, increased use of electronic mail as a means of communicating within the membership, broadening the perspective (become more inclusive) of the Association, more recognition on the national level--become the most desired professional organization, more networking, more collaboration with other organizations, and more presence in political issues and lobbying.

Members of CRLA, in visioning for the future, are divided on the issue of size of the Association. Many want to see a larger membership; several indicated an Association goal should be the doubling of membership in five years. Others indicate that they want CRLA to look a lot like it does right now, "...not hugely

bigger--certainly not less personal or personable or helpful."

#### Discussion

In 1993, CRLA began the next chapter in the Association's history--it embarked on a journey into the future. With the itinerary for its journey shaped by several strategic visions (the educational reform movement, decreasing fiscal resources, state and national legislation, diversity of student needs, attitudes toward the profession, and impact of technology on delivery), it is up to the membership to chart the course we will follow on our journey. We are not in the same educational environment anymore. To survive in the new, we must continue to move.

CRLA, in using a strategic planning process to determine its direction, has begun to develop a framework that will help guide the Association on its journey to the future. This framework will assist the Association in embracing and accommodating the changing educational arena.

The efforts to date of the Association have resulted in a wealth of information that now needs to be put into a strategic plan that contains methods and timelines for implementation. We must begin our journey with a clear vision of what CRLA is all about.

We must articulate that vision and our plan; our voices need to be heard in places where policies are made. We must be proactive in our efforts. We have the capability to make a positive difference in the shape of education. We must, as Weinsheimer (1992) states, "...use our story to shape a future within the higher education community" (p.6).

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# **ATTACHMENT #13**

## REPORT OF LUNCH WITH A MENTOR CHAIR

1994 CRLA CONFERENCE - MARCH 24-27

SAN DIEGO, CA

### DUTIES

1. Have contact with the conference program and site chairs during the summer to determine how many mentors will be desirable based on room available and luncheon plans, their suggestions for possible mentors, and the date that the program chair needs the finalized "Lunch With A Mentor" information for program inclusion. Stress that it is important to keep the costs reasonable as this is a very popular activity with conference attenders; however, an expensive lunch (\$17 at San Diego) discouraged many people who would have liked to participate. Also seek advice on possible mentors from other CRLA members.
2. Contact the desired number of individuals by telephone in early September inviting them to be mentors. Ask them to determine their topics and call you back prior to your deadline date. When you have received the information from all mentors, type up the list and send it to the program chair. Ascertain that the registration form will "insist" that individuals mark three choices so that as some mentors' tables get filled up, people can fill the openings at the tables of other mentors.
3. Send a letter to all mentors giving them preliminary information and a copy of what will appear in the program. Notify them that they must register for "Lunch With A Mentor" on their conference registration form and indicate that they are a mentor. Tell them you will contact them again after January 31 with final information.
4. Confirm with the Treasurer and the Site Chair the cut-off number for each mentor.
5. Send a letter to all mentors in early February with complete information and suggestions.
6. Determine with the Site Chair how participants will find their "Mentor" at the luncheon. (I made 6" x 8" name cards and purchased plant picks from the local florist so that I could stick the picks into the center table decorations with a name card on the top of each one.)
7. Arrive at the luncheon area early to place the name cards and be certain that arrangements are as they should be.
8. After the conference, write thank you letters to all mentors. Also write letters to the administrators of all

mentors that asked you to do so.

9. Write the final report and send one copy to the conference program chair. Place a second copy in the "Lunch With A Mentor" portfolio which was received from the previous chair. Place all other pertinent information and letters in the portfolio and send it to the next "Lunch With A Mentor" Chair.

### SUGGESTIONS

1. Make people preregister for "Lunch With A Mentor" on the registration form and charge a minimal fee even if they will be paying for their own lunch on site. People tend to show up for something they have paid for! If room allows, plan on 15 mentors with 10 people at a table (the mentor plus nine.) Be certain to check the table size at the hotel to make certain that their tables will accommodate that many. That is a nice number of mentors, enables 150 people to participate, and if the cost is kept reasonable, I believe all spaces would be filled. At the 1994 Mentor Luncheon even with the outrageous cost of \$17, two sections were full, ten sections had 7-9 participants, and two sections had five registered. Members enjoy this chance to visit with an authority in their field of interest.

At the 1992-93 conference, there were only 10 mentors, the charge was \$3, and these individuals took their groups to off-site restaurants where people paid for their own meals. Over 100 people had their money refunded as the available spaces filled quickly. Unfortunately, the off-site idea had many drawbacks. First, the mentors or the chair had to make reservations at the restaurants. It took quite a bit of time for each mentor to collect his or her group and walk to the restaurant, leaving minimal time to actually exchange information. They also found that the restaurants were noisy, crowded, and ill-suited for serious discussions involving all participant, and the walk back made everyone late for the next concurrent sessions.

2. Consider keeping costs down and providing adequate time and space by doing one of the following:

- A. Ask the hotel if the luncheon could be a "Salad Buffet Luncheon" with 6-8 salads and a roll. People could fill their own plates and eliminate the cost of table setting and waiters. That should cut costs dramatically. If they don't want to do this, could participants go through a salad buffet or regular buffet line in the regular restaurant, pay for their lunch, and carry their plates to a designated room to dine with their mentors?
- B. Or ask the hotel to prepare box lunches for the participants to purchase prior to sitting down with their mentors. In this case participants

3.  
should only be charged \$3.00 to register as they will be paying for their own lunches on site. With this options, mentors could be situated in meeting rooms (always empty over the lunch hour anyway) and they could "Picnic" with their groups.

3. Send thank you letters to the mentors (I don't believe this has been done in the past.) Additionally, send letters to the administrators of mentors who request it. These two follow-up letters require a little time, but they certainly build good will for CRLA.

Included in Packet for 1995 Chair

1. Selected information and summary reports from previous chairs
2. Worksheet used in contacting mentors
3. Initial letter to mentors (9/13/93)
4. Follow-up, informational letter (2/3/94)
5. Thank you letter to mentors (3/30/94)
6. Letter to mentor's administrator (3/31/94)
7. Copy of this 1994 chair report.

*Submitted by Kathy Carpenter 4/5/94*

# **ATTACHMENT #15**



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

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**DR. ADA H. BELTON  
PRESIDENT, NADE  
DEVELOPMENTAL EDUCATION DEPARTMENT  
READING COORDINATOR  
KEYSTONE JUNIOR COLLEGE  
LA PLUME, PA 18440**

**29 April 1994**

**Dear Ada:**

**After so many phone conversations, it was a pleasure getting to visit with you in person at the CRLA San Diego Conference. CRLA's Board of Directors particularly appreciated you taking the time to meet with us and discuss CRLA/NADE issues.**

**The two main issues we discussed, revolved around the concern CRLA members have voiced about the distribution of their names and addresses both to internal CRLA committees and to other non-CRLA organizations. The two issues were: the continued exchange of mailing labels with NADE and the exchange of a CRLA membership data disk with NADE. Based upon the above mentioned concerns of our members, the CRLA Board, therefore, voted to withdraw, for the time being, from an exchange of mailing labels with all organizations until an appropriate membership form can be devised that allows CRLA members the opportunity to express their desire or non-desire to share their names and addresses. This decision, of course, also prohibits CRLA from exchanging any data disks.**

**As I explained during the San Diego Board meeting, this is strictly an internal CRLA membership concern and in no way reflects on our excellent relationship with NADE. Hopefully, in the future, we can once again begin to exchange mailing labels / membership information.**

To reflect above change concerning mailing labels, and the future possibility holding of a joint conference, I have included a signed and updated version of our "AGREEMENT OF COLLABORATION."  
Please sign and return a copy for my files.

Have a great spring. I am already looking forward to seeing you in Chicago in February '95.

Sincerely,

A handwritten signature in cursive script, appearing to read "Tom Gier".

Tom Gier, Ph.D.  
President, CRLA  
English Department  
University of Alaska Anchorage  
3211 Providence Drive  
Anchorage, AK 99508

Office phone: (907) 786-1926  
Office fax: (907) 786-1688  
home phone: (907) 344-2683





College  
Reading &  
Learning  
Association

READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES



**National Association For Developmental Education**

P.O. Box 5922, North Suburban, IL 60197-5922

### AGREEMENT OF COLLABORATION

In the spirit of cooperation and collaboration, The College Reading and Learning Association (CRLA) and the National Association for Developmental Education (NADE) agree to the following:

*DELETE: Tom Gier April '94*

~~That up to three sets of mailing labels will be shared each year, at no cost, for the purpose of conference-related mailings, such as call for papers and call to conference;~~

That space, at no charge, be provided in respective conference programs to place a call to conference;

That one officer (the position to be determined by each association) will: attend the other's annual conference with conference registration fees waived; have a guaranteed place on the conference program for a presentation; and, have an exhibit table with fees waived;

That the officer attending the annual conference will be invited to meet with the association's board for the purpose of discussing items such as areas of collaboration, joint conferences, and other items of mutual interest;

That the president of each association will write an article to appear in the other's newsletter, the issue to be determined by the newsletter editor;

That each association's conference chair will share information on their annual conference for publication in each other's newsletter, the issue(s) to be determined by the newsletter editor;


*DELETE TG/4/94*


That conversations on a joint conference to be held in 1997 at a mutually agreed upon location in Texas continue on a regular basis; and,

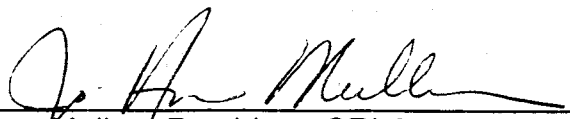
*DELETE TG 4/94*

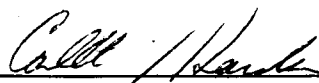
That the following areas be explored for potential partnerships between the associations: political action, placement bureau/network, regional and state conference events, professional standards, and others as mutually determined.

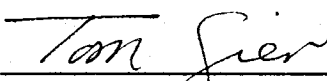
As the current leaders of the associations, we are committed to developing a collaborative relationship between our organizations. We strongly urge those who follow us to review this agreement, adjust as needed, and show support for continued collaboration by signing in the appropriate areas.

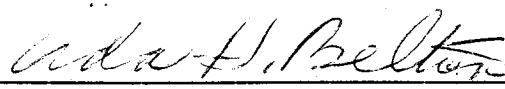
  
Becky Johnen, President, CRLA  
1992-93

  
Bertha Murray, President, NADE  
1992-93

  
Jo-Ann Mullen, President, CRLA  
1993-94

  
Carlette Hardin, President, NADE  
1993-94

  
Tom Gier, President, CRLA  
1994-95

  
Ada Belton, President, NADE  
1994-95

President, CRLA  
1995-96

President, NADE  
1995-96

President, CRLA  
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1997-98

President, CRLA  
1998-99

President, NADE  
1998-99

# **ATTACHMENT #3**

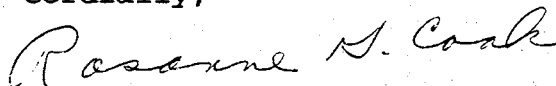
July 21, 1994

Tom Gier  
8102 Harvest Circle  
Anchorage, AK 99502

Dear Tom,

Please accept this as my report to the CRLA Board. I have some modest goals for the first year; I am chairing the annual conference of the Midwest Learning Center Association and will be President of that organization in the coming year, so my goal presently is to continue Kate Sandberg's work and make some changes in an attempt to generate more applications.

Cordially,



Rosanne G. Cook

RGC:jw  
enclosure  
cc: Karen Smith  
Rutgers University  
New Brunswick, NJ 08903

College Reading and Learning Association  
Awards and Scholarships Committee

1. Accomplishments, changes, new information/items.

My accomplishment to date is to have figured out what the role of the committee chair is! I have organized materials and written a timeline, so, although I feel I had a slow start with this, I know what needs to be done and when.

I have a start on a committee and have found someone interested in taking over the scholarship raffle (Carol Lyon, formerly chair of the CRLA SIG for Liberal Arts Colleges and Universities).

2. Committee's direction, goals for 1994-95.

The goals, of course, are to generate applications for the awards and scholarship program and to generate funding for the program through the annual scholarship raffle.

In order to generate applications, we will publicize the program to the membership and place announcements of the program in the newsletters of other organizations. I would also like to revise the guidelines and application forms in order to maintain the simplicity of the application form and to provide more complete application guidelines. I would also like to improve the appearance of the application forms by asking a graphic designer to propose some changes.

After talking with Tom Gier, I have identified what may be a more effective deadline of February 15, 1995 (rather than January 15).

3. Recommendations requiring Board action.

I do not have any recommendations at this time but request that the Board determine the number of \$500 Scholarship Awards it wishes to make available next year. Last year, there were two applicants and one was awarded.

Rosanne G. Cook  
Awards and Scholarship Chair  
July 20, 1994

# **ATTACHMENT #4**

TO: TOM GIER, CRLA PRESIDENT  
FROM: KARAN HAMCOCK, COORDINATOR, CRLA ITCP *Karan*  
DATE: 15 JUNE 1994  
RE: REQUEST FOR INFORMATION--SUMMER BOARD MEETING

1. ACCOMPLISHMENTS, CHANGES, NEW INFORMATION:

-as of 15 June 1994 the CRLA ITCP has certified 177 programs

2. DIRECTION, FOCUS, GOALS OF ITCP

-to continue to be a "clearinghouse" for tutor information and a conduit for tutor certification, etc.

- the committee is working on a tutor training manual based on the training criteria as specified in the CRLA ITCP application. Members of the ITCP and other CRLA members have been asked to be contributors to this training manual. So far, the response to this endeavor from the members has been good. We hope to have the new publication ready by Spring, 1995 (this, of course, is open to change!)

3. RECOMMENDATIONS:

-at the 1994 San Diego Conference the ITCP did not have the opportunity to hold a specific business meeting. The luncheon was certainly appreciated, however, because of the logistics of the luncheon setting, the members were not able to really conduct business--this was a lost opportunity for us. It is crucial that the ITCP have the opportunity to meet as a group where business and other issues can be discussed without distractions or interruptions.

4. ANYTHING ELSE:

-the interest in certification has literally "run wild", this has led to an increase in the submission of applications. It has been because of this increase in the number of applications that I have recruited five CRLA members to join the ITCP as evaluators. Each new member is responsible for a tutor training program at her/his institution and has been through the process of certification. I believe each will be a most valuable addition to the CRLA ITCP. The new members are:

-Helen Baril, Director  
Learning Resources Center  
Quinnipiac College  
Hamden, CT

-Elaine Wright, Asst. Director  
Learning Resource Center  
Quinnipiac College  
Hamden, CT

-Jim Gullede, Director  
Wick Sharp Learning Center  
Pfeiffer College  
Misenheimer, NC

-Dr. Rosa Hall  
Learning Center  
Antelope Valley College  
Lancaster, CA

-Karl Olsen, Director  
Learning Resource Center  
Southern Alberta Institute of Technology  
Calgary, Alberta, Canada

# **ATTACHMENT #5**



**JCRL EDITORS REPORT - SUMMER BOARD MEETING**  
**JULY 15, 1994**

1. UPDATE FROM CONFERENCE - INSTITUTED ANNUAL EDITORIAL BOARD WORKING MEETING - WOULD LIKE TO HAVE EXPANDED WORKING SESSION AT MINI-CONFERENCE IN CANADA, IF APPROPRIATE
2. DEVELOPED EDITORIAL ADVISORY BOARD JOB DESCRIPTION - ACCEPTED BY BOARD
3. SENT FOR NON-PROFIT STATUS FOR ORGANIZATION; RECEIVED TENTATIVE CONFIRMATION; WILL SEND INFORMATION TO EVERYONE CONCERNED WHEN FINALIZED
4. RECEIVED PRESIDENTIAL ADDRESS FROM JO-ANN MULLEN -DISCUSSED PLACEMENT IN NEWSLETTER WITH ROZ- SUGGEST POLICY THAT PRESIDENTIAL ADDRESSES BE PUBLISHED IN NEWSLETTER; PRESIDENT CAN EXPAND AND REVISE FOR PUBLICATION IN JOURNAL WITH CONSULTATION FROM EDITOR
5. PREPARING SUMMER/FALL JOURNAL - VOL 26, NO 2
6. WORKING WITH ROBIN BISCHOF FOR REVISED NUMBERS FOR BUDGET SUBMISSION; NEED ADDITIONAL INTERESTED **JCRL** ADVISORY BOARD MEMBERS FROM RESOURCE LISTS
7. FORWARDED 35 JOURNALS FOR PALS PER REQUEST FROM GLADYS SHAW - WOULD NEED TO INCLUDE THESE ON A REGULAR BASIS
8. MADE RECOMMENDATIONS TO PR AND COMMUNICATIONS TASK FORCE RE: **JCRL**
9. CONSIDER ROLE OF ADVERTISING FROM BROADER ORGANIZATIONAL PERSPECTIVE- NOT JUST IN **JCRL**; ALSO EXPANDED TECHNOLOGY INVOLVEMENT
10. ADD ROBIN'S MAILING ADDRESS TO COPYRIGHT INFO IN FRONT OF **JCRL** AND EXPAND ORGANIZATIONAL INFORMATION AS PER MODEL IN **JOURNAL OF GENERAL EDUCATION** (ATTACHED); ALSO INCLUDE ORDER FORM FOR FUTURE MAILING- PROBABLY IN ISSUE AFTER THIS NEXT ONE
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# **ATTACHMENT #6**

[MEMBERSHIP REPORT WILL BE AVAILABLE AT BOARD MEETING.]

# **ATTACHMENT #7**

MARTHA MAXWELL  
MM Associates  
BOX 2857  
White Flint  
Kensington, MD 20891  
Phone/FAX (301) 530-5078

June 21, 1994

Dear Tom:

Here is a short report of the CAS-related activities for your CRLA Board Meeting next month.

1. I have been trying to get CRLA members to review and make recommendations about the NADE Self-Evaluation Guidelines so that I can forward them to the CRLA Board for their consideration for endorsement. To date, only the Self-Evaluation Guidelines on Tutoring have been endorsed by CRLA. However, I am enclosing letters and information from Dave Arendale and May Garland in support of the Guidelines for Adjunct Skills Programs. I hope you will take this information to the Board in July for their consideration. (See letters, etc. attached.)

2. I am working with Susan Thayer of NADE and Georgine Materniak of Div. XVI of APGA to revise the original CAS Standards on Learning Assistance Programs and to get input from CRLA members have been working with Carolyn Smith's committee and send them copies of the CAS Standards and hope they will give some suggestions about changes.

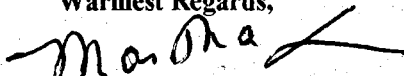
3. The next CAS Meeting is scheduled for Nov. 2&3 in D.C. and I plan to attend.

4. I think it important to tell the Board Members about CAS since some may not be aware of it. The Council for the Advancement of Standards in Higher Education (note current name change to CAS-HE) has been in existence for 15 years and has developed (or is in the process of developing) Standards and Guidelines for most college student programs and services. (Now available in a 500 page document for \$50). Almost all college administrators know about the CAS Standards since they represent over 75,000 college professionals. Administrators use the CAS S&G whenever institutional accreditation reviews are made (usually once a decade) and will thrust them upon Learning Assistance Programs whether the program directors are aware of them or not. (This has happened in the last nine college programs that I have evaluated.) That is why it is so important that CRLA members review the standards and make suggestions for revisions.

I am enclosing copies of the CAS Brochure - a bit out of date in that now they have 29 member associations, but nevertheless informative. Please see that each Board member gets one.

Thank you for your cooperation,

Warmest Regards,

  
MARTHA MAXWELL

Encl. Ltrs from D. Arendale, M. Garland.

P.S. I too heartily support CRLA's endorsement of the NADE Self-Evaluation Guidelines for Adjunct Skills Programs.

PPS I also send a notice about CAS to the CRLA Newsletter.

alas! Sometime between writing this & getting out of the hospital I misplaced May Garland's letter. It was very positive about CRLA's new adjunct skills guidelines.



June 14, 1994

Martha Maxwell  
Box 2857  
White Flint  
Kensington, MD 20891

Dear Martha,

I am happy to hear that CRLA is considering an endorsement of the Self-Assessment for Adjunct Instructional Programs. Here are several points that I hope that CRLA considers regarding the self-assessment.

1. A NADE committee of faculty and staff from twenty-five institutions have spent nearly four years in the development and revision of these guidelines.
2. The document has already been field tested at forty-six institutions from across the U.S. Participating institutions represented a diversity of geographical location and type (public/private, two-year/four-year). Evaluation comments from the field test were incorporated into revisions of the document. The document was highly rated by reviewers in regards to usefulness.
3. The document has broad application in the field of adjunct instructional programs. It is not limited to only programs like Supplemental Instruction (SI).
4. The National Center for Supplemental Instruction plans to disseminate the guidelines to all three hundred of its active programs in both the U.S. and abroad. The National SI Project Director, David Arendale, served as the Chairperson for the twenty-five member subcommittee charged with the creation of the guidelines.
5. With the proliferation of adjunct instructional programs in higher education, it is critical to develop guidelines for their evaluation.

If you would like to discuss this matter further, please feel free to contact me at (816) 235-1197. Thanks for your support in this matter.

Sincerely,

A handwritten signature in dark ink, appearing to read "David", written over a horizontal line.

David R. Arendale

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**MARTHA MAXWELL**

**MM Associates**

**BOX 2857**

**White Flint**

**Kensington, MD 20891**

**Phone/FAX (301) 530-5078**

**July 6, 1994**

**Dear Tom:**

**Here is Martha Casazza's report on the NADE Self-Study Guidelines on Developmental Courses. I think her list of committee members and reviewers is impressive and includes Becky.**

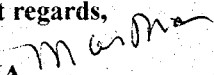
**Perhaps this will help the Board decide to endorse the documents. I haven't written Indiana yet for a similar statement on the NADE Self-Study Guidelines on Teaching and Learning, but will do so if you think it is necessary.**

**Just got out of the hospital for the 6th time. My hip went out twice this week. The ambulance crew and emergency room folk know me very well now and keep saying things like "We hope we don't see you again!" The feeling is mutual. Will probably have surgery again as soon as the consultants get back from their vacation and render their opinions.**

**Sorry this is so late. Hope you can squeeze it in next month's board meeting.**

**Warmest regards,**

**MARTHA**





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**June, 1994**

## **Self-Assessment for Developmental Coursework Submitted by Martha E. Casazza**

1. The NADE subcommittee that was responsible for writing guidelines for developmental coursework was composed of experienced practitioners from postsecondary institutions representing geographical diversity as well as various types of institutions. Feedback was synthesized for over four years with drafts being circulated regularly to over 50 contributors.
2. In addition to regular feedback from subcommittee members, the group met annually for working sessions with the entire NADE Standards committee and representatives from other professional organizations to ensure that overall integration was achieved and that as much outside expertise was incorporated as possible.
3. The document has been field tested across the U.S. and the feedback was excellent with a mean rating of 4.9 out of 5.0 for scope of overall coverage and a mean rating of 4.7 for depth of coverage. Due to its scope and depth, the document is useful for a variety of programs.
4. MCLCA has requested a presentation of the guidelines at its annual meeting in October, 1994, based on the reviews of its members.
5. The document with its current bibliography provides an excellent foundation from which to evaluate established programs, to develop new programming, or to engage in discourse with other professionals.

**\*\* Please see attachments regarding field test results and participating committee members.**

# ATTACHMENT #8

1994-95 INTERIM REPORT  
FOR THE  
PROFESSIONAL ASSOCIATION LIAISON COMMITTEE  
OF THE  
COLLEGE READING AND LEARNING ASSOCIATION

Committee Chair: Gladys R. Shaw, Director  
Tutoring and Learning Center  
U.T. El Paso  
915-747-5366 (Office Phone)  
915-747-5486 (Office Fax)

Committee members: Kathy Carpenter, Rosanne Cook, Gail Dantzker, Dorothy Gray, Becky Johnen, Cynthia Lenton, Patricia Mulcahy-Ernt, Marianne North, Jolyne Richter, Bonnie Easley, Dr. JoAnn Carter-Wells, Gwen Enright, Betty Myers

Committee Goals

General Goals. The continuing goals of the Professional Association Liaison Committee are to

1. identify professional organizations having similar or related goals.
2. assign a committee member as liaison to each identified organization.
3. develop agreements of mutual cooperation with identified organizations.
4. cooperate with identified organizations on issues of mutual interest or concerns.
5. maintain a directory of identified organizations.
6. provide a Professional Association Liaison Forum at each national conference of CRLA to make new professional contacts and identify current issues of mutual interest or concerns.

1994-95 Objectives

1. Cooperatively formulate goals for the year.
2. Formalize agreements with 2-5 organizations.
3. Implement the formal reporting procedure.
4. Add four to five new committee members and organizations.
5. Identify one issue of mutual interest with one or more organizations if possible and collaborate on addressing that issue.
6. Develop one or more traveling displays for use at other conferences.

7. Have at least three presentations made by committee members at other organizations' conferences.

#### Actions and Activities since the San Diego Conference

1. Five committee members were recruited at the San Diego Conference.
2. A formal collaboration agreement has been obtained from Commission XVI of the American College Personnel Association.
3. The agreement with NADE has been received.
4. CRLA Archivist Karen Smith has agreed to help us put together one or more traveling displays for PAL use.
5. The committee was given a CRLA banner to use by Becky Johnen.
6. Copies of journals, newsletters, and membership brochures are being gathered to be used for information packets for the PALs use.
7. A recruitment ad has been submitted to the newsletter.
8. A survey has been distributed to PALs for the Task Force on Communications and Public Relations.
9. A list of professional conferences submitted by PALs was sent to the newsletter for publication.
10. PALs have been asked to write liaison profiles for the newsletter.
11. PALs have been asked to invite their liaisons in other organizations to our conference.

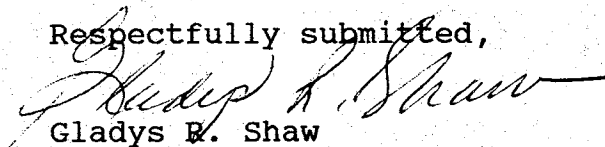
#### Requests to the Board

Please allow a time for the PAL Committee to meet at conference that does not conflict with SIG or state meetings.

Please permit us to also have a small reception/forum for conference attendees representing other organizations and/or interested in liaisoning with CRLA. I will take care of any refreshments if we serve them, but we do need a good time and place on the conference program.

Please communicate to me any particular concerns for special interests the Board may have on which we can be of service.

Respectfully submitted,

  
Gladys E. Shaw

# **ATTACHMENT #9**



READING • LEARNING ASSISTANCE • DEVELOPMENTAL EDUCATION • TUTORIAL SERVICES

**TO:** Tom Gier, CRLA President  
**FROM:** Pat Jonason, SIG Coordinator  
**DATE:** July 11, 1994  
**SUBJECT:** CRLA SIG Coordinator Report

The following is a list of the the current SIGs, the SIG leader, and the number of members. This number reflects new membership gained at the San Diego Conference.

Cognitive Psychology	Jan Swinton	61
College Reading	Carol Willis	137
Computer Technology	LaVern Schroeder	50
Counseling and Helping Relationships	Diane Crary	11
Critical Thinking	Craig Stern	90
Developmental/Basic Writing	Mary Fagan Clark	54
Emotional/Motivational Aspects of Learning	Glen Hirsch	48
English as a Foreign/Second Language	Anna-Maria Schlender	39
HyperCard	Richard Holdredge	18
Learning Assistance Center Management	Carolyn Smith	111
Learning Disabilities	Lorraine Peniston	72
Liberal Arts Colleges and Universities	Kelly Hudgins	14
Mathematics Tutorial Programs	Margaret Rogers	43
Multicultural Issues	Patti Dozen	30
Peer Tutoring	Karan Hancock	102
Research and Evaluation	Michael O'Hear	39
Teaching Excellence	Kate O'Dell	28
Workforce Literacy	Sinda Slagle	22
	Carol Pottorff	

These numbers represent a significant growth in the membership of the SIGs. The report that I submitted in March/1994 showed a total membership in all SIGs of 646 members; currently the membership is 969. I was originally quite excited about these numbers until I learned that the latest printout of membership reflected those individuals whose membership expired on 12/93 and who had not yet been dropped. The next quarter's mailing these individuals will be dropped. This gives the SIG leaders an opportunity to encourage these individuals to rejoin both their SIG and CRLA.

Two changes in leadership of SIGs occurred during the last year. Jan Swinton has taken over leadership of the Cognitive Psychology SIG; Patricia Mulcahy-Ernst was the former leader. Kate O'Dell is the new leader of the Teaching Excellence SIG; Carol Morgan was the former leader.

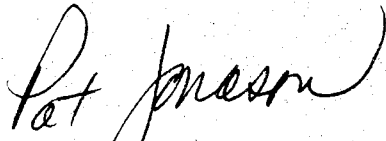
At least two leadership changes are expected during the coming year. Glenn Hirsch and Michael O'Hear have notified me of their plans to step down as leaders; both are active in finding successors.

No new SIGs have formed, and no SIGs folded during the past year.

The additional project/goal that I have established is to revise the SIG Leaders' Handbook. I plan to include samples of SIG newsletters, sample letters to membership and to new members, reimbursement form, procedures for such things as submitting reimbursements and requesting mailing labels, camera-ready CRLA letterhead, description of SIG leaders' responsibilities, and other suggestions that come in from the SIG leaders. Since members of the Board of Directors have served in this position, I would like to hear of other suggestions you might want to make.

The SIG Leaders' Directory is being revised. I received some revisions to the goals and activities portion of the directory from several leaders, but I know that there are still some changes in the works. I plan to have this completed by mid-September and will forward copies to the Board, the archivist, and the membership coordinator.

Respectfully submitted by

A handwritten signature in cursive script, appearing to read "Pat Jonason".

Pat Jonason  
SIG Coordinator