



ASSOCIATION  
FOR SUPERVISION  
AND CURRICULUM  
DEVELOPMENT

GENE R. CARTER, EXECUTIVE DIRECTOR

---

# **ASCD BOARD OF DIRECTORS MEETING MINUTES**

## **JULY 15, 2005**

## ASCD BOARD OF DIRECTORS MEETING

Friday, July 15, 2005  
ASCD Headquarters  
Alexandria, Virginia

### MINUTES

#### ATTENDING

Mary Ellen Freeley, President (NY); Richard Hanzelka, President-Elect (IA); Martha Bruckner, Immediate Past President (NE); Donald Davis (GA); Lavinia T. Dickerson (VA); Margaret S. Edwards (OH); Debra A. Hill (IL); Linda Mariotti (UT); Anthony Mello (NY); Michaelene Meyer (OH); Gail Elizabeth Pope (VA); Keith Rohwer (NE); Sara Magaña Shubel (MI); Thelma Spencer (MD); Sandra Stoddard (Alberta, Canada); and Valerie Truesdale (SC).

Doris Matthews (ID) was unable to attend.

#### ASCD STAFF

Gene R. Carter, Executive Director; Eric Bellamy, Deputy Executive Director, Finance and Operations; Diane Berreth, Deputy Executive Director, Strategic Direction and Planning; Mikki Terry, Deputy Executive Director, Program Development; Judy Seltz, Deputy Executive Director, Constituent Partnerships; Deborah Hall, Chief Human Resources and Administration Officer; Agnes Crawford, Assistant Executive Director, Program Development; Ron Miletta, Assistant Executive Director, Marketing and Member Services; Melody Ridgeway, Associate Executive Director, Information Systems and Services; and Becky DeRigge, Governance Manager.

#### President's welcome.

President Mary Ellen Freeley opened the meeting at 9:00 a.m. and welcomed members of the Board of Directors and ASCD staff to the meeting. She thanked staff for the Thursday evening barbecue at ASCD headquarters and said she hoped it would become a tradition.

President Freeley then thanked Immediate Past President Martha Bruckner for her leadership and said that Bruckner had demonstrated commitment, compassion, and a great deal of courage and had encouraged Board members to take some risks. Freeley used a butterfly analogy to demonstrate the Board's move from "success to significance" and presented Board members and staff with a gift that represented that analogy.

#### Presentation from new Board members on orientation session.

New Board members Debra Hill, Donald Davis, Dick Hanzelka, Lavinia Dickerson, and Sara Shubel used a Powerpoint presentation to illustrate "The Top Ten Things We Learned Aboard the Orientation Express Train"—information obtained during their new Board member orientation session on Thursday, July 14. Freeley thanked them for their presentation.

Executive Director Gene Carter distributed information that was shared at the orientation session to the full Board. He also distributed copies of an article on personal liability for Board of Directors members, a corrected page to the *2005 Board Member and Officers Handbook*, an updated organizational chart, and a list of the Executive Management Team. He noted that, during his recent visit to Arkansas ASCD, he had received a 1946 copy of *Educational Leadership*, which will be framed and displayed at ASCD.

Review procedure for process observations or reflections.

President Freeley asked Valerie Truesdale to serve as process observer.

1. Establish the consent agenda.  
President-Elect Richard Hanzelka said that he and Immediate Past President Martha Bruckner recommended that no items be placed on the consent agenda. There were no objections.
2. Adopt the April 1, 2005, Board of Directors meeting minutes.  
Martha Bruckner moved, and Margaret Edwards seconded, to adopt the April 1, 2005, Board of Directors meeting minutes. The motion carried.
3. Discuss results from April 2005 Board of Directors self-assessment form and review revised form.  
Diane Berreth, Deputy Executive Director for Strategic Direction and Planning, explained that the agenda item had two parts: (a) Board members' discussion of the results of their spring self-assessment and staff's review of those comments, and (b) staff's recommendation to adopt a revised form that allows Board members to focus on their key work and to evaluate staff support of their work.

President Freeley invited Board members to discuss either the evaluation results or the proposed new form. Several Board members shared comments on the evaluation process, noting (a) the difficulty of evaluating the Board as a whole, (b) that certain terms require further discussion, i.e., the meaning of significance, (c) that all the descriptors listed in Part I of the proposed form lead to "moving toward significance," and (d) the need for a conversation about measures. Freeley and Bruckner shared background on the development of the self-assessment form used in the spring. Carter noted how important it is for Board members (individually and collectively) to evaluate their performance; the Board only acts as a collective but it is driven by the contributions of the individuals. He said that the Board's future growth and composition is a conversation that Board members should have on an on-going basis and will only be as effective as its information flow. Conversations held at the new Board orientation session may extend to the larger Board as well. One conversation that the Board needs to have speaks to where it is now and where it might be in 2008 (the Strategic Plan target date), and what behaviors are needed to track the Board's performance that affirm that the Board is moving to significance.

President Freeley suggested that the process observer for today's meeting report on how Board members meet one or two of the descriptors listed on the proposed form. Board

members suggested a focus on “allowing for participation of all members, strategic leadership rather than administrative detail, and maintaining a focus on the future.”

Board members agreed to work in small groups later in the afternoon to further clarify the descriptors. A to-be-established subcommittee will refine that information and present a recommendation to the Board at its November meeting.

Thelma Spencer moved, and Linda Mariotti seconded, to move into executive session. The motion carried. Agenda items 4 and 5 (oral report on state of the Association and oral report on personnel and legal matters) were discussed in executive session.

Thelma Spencer moved, and Sandra Stoddard seconded, to return to open session. The motion carried.

6. Review third quarter FY05 financial report.

Eric Bellamy, Deputy Executive Director, Finance and Operations, said that the quarterly financial information provided the Board at this meeting and the last Board meeting was more current than at prior Board meetings. He noted that, depending upon the time of the meeting, quarterly statements may not be available in advance of meetings in the future. He further noted that the numbers in the third quarter FY05 financial report look very good; the Association is in solid financial shape. He reviewed variances in certain categories and explained that ASCD reserve funds continue to do well. Bellamy noted that he had just received the June financial report, and the month ended stronger than had been forecasted. While it was predicted that we would finish the year slightly behind last year, the best financial year ever, there is now a chance that FY05 could become the new best financial year ever.

7. Receive report from Budget Committee liaisons.

Martha Bruckner reminded Board members that the Budget Committee met on Wednesday, July 13. Linda Mariotti, one of two Board liaisons to the Budget Committee, reviewed information shared during that meeting on various factors considered in the budget planning process, including rising interest rates and oil prices, market trends, and more competition in the for-profit arena. She also highlighted factors that contribute to ASCD’s success, such as localized professional development and increased e-commerce. Mariotti commented that ASCD’s budget development process provides a lot of flexibility, and she noted the results of an internal survey that indicated ASCD staff’s high level of satisfaction with the process.

Mikki Terry reviewed initiatives planned for FY06, including virtual conferences, Webinar expansion, and diversity plans and urban initiatives. Gene Carter said that the Association budget does not drive the allocation of resources but supports the allocation of resources that are deemed appropriate.

Valerie Truesdale moved, and Tony Mello seconded, to approve the FY06 budget.

Thelma Spencer moved, and Sandra Stoddard seconded, to withdraw the motion to allow further discussion of item 7, and Mello and Truesdale agreed.

Spencer suggested that ASCD investigate partnerships with universities to create a “laboratory” to ensure that our products are research-based and to determine what sort of research is really needed.

Margaret Edwards, the other Board liaison to the Budget Committee, reviewed revenue and expense items in the FY06 budget report and monies allocated for the new/expanded activities pool. She also provided details related to variances between the FY06 budget and prior period actual outcomes.

8. Approve the proposed FY06 budget.

Valerie Truesdale moved, and Lavinia Dickerson seconded, to approve the proposed FY06 budget. The motion carried. Martha Bruckner thanked the Budget Committee for its work.

9. Receive report (oral) from the Investment Committee.

Valerie Truesdale, an Investment Committee liaison, said that the Investment Committee heard a presentation on Wednesday by Steve Fisher, ASCD’s investment manager, from Marco Investment Management. She said that the presentation was informative, that staff’s leadership was admirable, and she was impressed with the attention and loyalty to ASCD’s beliefs. Gail Pope, also an Investment Committee liaison, reported on ASCD’s Reserve Fund Portfolio.

Pope presented the following recommendations from the Finance Committee:

Expand the Reserve Fund Investment Guidelines to allow for investment in:

- Commodity Index Mutual Funds and/or Commodity Exchange Traded Funds (ETFs) and
- Real Estate Investment Trust Funds (REITS)

Total investment in these two categories of investment instruments will not exceed 10 percent of the total Reserve Fund Portfolio value.

Expand the Reserve Fund Investment Guidelines to allow for the sale of call options on securities held in the portfolio.

The Finance Committee requested that the Board approve these recommendations in concept. If approved, staff will be charged with drafting language to change the existing investment guidelines for review and approval by the Finance Committee. The Finance Committee will present revised guidelines to the Board for approval at the November Board meeting.

Gail Pope moved, and Linda Mariotti seconded, to approve the recommendation. Gene Carter noted that this work speaks to the purpose that the Board intended when the

Investment and Budget Committees were framed. Debra Hill commented that the development of a written list of pros and cons for making such changes, in addition to the oral report, would be helpful in the future.

President Freeley called for a vote on the motion to approve the recommendation, and the motion carried.

10. Receive report on investment portfolio.

Eric Bellamy shared updated information on the schedule of investments and cash balances and referenced a chart in the notebook that illustrated a disciplined approach to growth in the Reserve Fund Portfolio.

Martha Bruckner applauded the work of the Finance Committee.

11. Receive options related to policy 302.5 and determine whether to modify policy.

Diane Berreth reminded the Board of its discussion of policy 302.5 at the Board's April 2005 meeting. The current policy reads:

302.5 No person is eligible to be nominated a second time for a post to which he or she has previously been elected and in which he or she served.

She noted that the 2003 Nominations-Elections Panel had recommended that the Board review the current policy, and that the Board had asked staff to conduct further research on the practices of other organizations. Berreth then reviewed the responses from four organizations, noting that no consistent pattern was found. Based on these findings, staff recommended that the Board choose from the following options: maintain policy 302.5, modify policy 302.5 to allow for reelection after a three-year hiatus, or modify policy 302.5 to allow for election to two consecutive terms.

Several Board members who had served on the Nominations-Elections Panel reviewed the discussions that panel members had on this issue. Board members discussed the Nominations Committee's difficulty in recruiting qualified and diverse candidates, how to keep leaders engaged after their terms of office are over, how to nurture emerging leaders, and different paths to leadership. Several Board members commented that the current policy should not be revised until changes recommended by the Nominations-Elections Panel and the Constitutional Review Committee members—the emerging leaders program at the Leadership for Effective Advocacy and Practice Institute, the Outstanding Young Educators Program, the upcoming Leadership Council Panel meeting—have a chance to take effect.

Debra Hill suggested that the document created by the Nominations-Elections Panel that illustrates the different paths to leadership be shared with the membership. Several Board members referenced the affiliates' responsibilities related to encouraging new leadership.

Valerie Truesdale moved, and Tony Mello seconded, to not revise current policy 302.5. The motion carried.

12. Staff response to Review Council reports.

12.A Adopt guidelines for evaluating ASCD's research-based programs.

Mikki Terry referenced the 2004-05 Review Council's report, *Evaluating the Efficacy of ASCD's Products, Programs, and Services*, which outlines six specific recommendations. Staff proposed that the Board of Directors adopt the "Guidelines for Evaluating ASCD's Research-Based Programs," which incorporate the Review Council's work with the exception of the recommendation that ASCD craft a definition of "student achievement." (As suggested by the Board, each evaluation will use the district's definition of the term.) The Guidelines read as follows:

Guidelines for Evaluating ASCD's Research-Based Programs

Definition

ASCD's research-based resources are comprehensive programs designed to positively affect student achievement when faithfully implemented. Internally, these are referred to as comprehensive program lines.

Scope of the Evaluation

ASCD's comprehensive programs are developed using a strong research base. The focus of the evaluation is the array of resources developed to help educators more fully implement the desired practice.

Internal Processes

- All comprehensive programs will be based on strong research.
- All comprehensive program development plans will include an evaluation component.
- The evaluation of each comprehensive program will be conducted by credible external evaluators.
- The evaluation of each comprehensive program will be done in partnership with school districts, institutions of higher education, and other educational agencies.
- For the purposes of an evaluation, ASCD will use the definition of "student achievement" adopted by the participating schools and districts.
- The evaluation of each comprehensive program will reflect the standards for program development of the Joint Committee on Standards for Educational Evaluation (JCSEE).
- Each ASCD staff member responsible for a comprehensive program will identify sites where the program has been faithfully implemented and manage the evaluation of the comprehensive program.
- Results of each evaluation will be reported to the ASCD membership.

Terry noted that Thelma Spencer's earlier suggestion that ASCD consider partnerships with universities to create a research laboratory would be covered by the fourth item under "Internal Processes." Board members suggested several clarifications to language,

including the definition of a “comprehensive program” and the insertion of the italicized words in the last item “. . . will be reported *to the Board of Directors and to the ASCD membership.*”

Valerie Truesdale moved, and Margaret Edwards seconded, to adopt the guidelines with the incorporation of suggested clarifications to language.

Sandra Stoddard suggested adding an international process. President Freeley called for a vote on the motion, and the motion carried.

12.B Receive staff recommendations for *Engaging Former ASCD Leaders* report.

Diane Berreth said that the 2004-05 Review Council’s second report, *Engaging Former ASCD Leaders*, was also discussed by the Board at its April 2005 meeting. She said that all of the recommendations were procedural in nature. Board members discussed the Review Council’s recommendations and the staff responses, which Berreth noted were already in effect. Thelma Spencer suggested the addition of a “Did You Know?” column in the Annual Conference newspaper highlighting opportunities for former leaders’ participation.

13. Receive information on electronic membership pilot.

Mikki Terry said that ASCD will introduce an electronic membership, ASCD Express, in October 2005, which is designed to recruit younger members, attract educators residing outside North America, and enhance the perceived value for current Comprehensive and Premium members. This program will be piloted for three years; after the pilot is complete, the Board will be asked to act on a staff recommendation to formalize or terminate the membership category. Ron Miletta shared additional information related to marketing strategies for this pilot.

14. Receive update on plans for 2005 Leadership for Effective Advocacy and Practice (LEAP) Institute and Leadership Council meeting.

Judy Seltz, Deputy Executive Director for Constituent Partnerships, shared some updates on plans for the LEAP and Leadership Council meeting. She reminded the Board to check the LEAP Web site, which is updated frequently. She said that registration for the meeting is proceeding well and that information on matching coaches with emerging leaders will be shared with Board members. Seltz also mentioned that a Webinar is planned for August and that the executive director of a Canadian organization that is experienced in advocacy and similar to ASCD will attend for two days.

15. Receive report on March 2005 Annual Conference.

Mikki Terry said that the Board receives this report every year. She referenced some of the changes that were instituted last year and noted the good attendance at the Fun in the Sun Book Bash, the open space technology session during the Leadership Council meeting, and a panel of members of the Council of Chief State School Officers. Debra Hill offered kudos for the 2005 Annual Conference and said she had been asked by

Illinois ASCD for clarification of the affiliate’s role at the 2006 Annual Conference in

Chicago.

Agnes Crawford said that ASCD might be able to generate interest in attending Jonathan Jansen's session at the 2006 Annual Conference by highlighting Jansen in the "Speaker Spotlight" section of the ASCD Web site.

16. Appoint Board of Directors representation at regional meetings.

The Board of Directors (and the former Executive Council) has provided representation at regional meetings since 1995 to support and enhance relationships between and among ASCD and its affiliates. President Freeley announced that the following Board members will attend continental U.S. regional meetings:

Central Region	January 20-21	Thelma Spencer
Northwest/Southwest Region	February 10-11	Margaret Edwards
Southeast Region	February 24-25	Sandra Stoddard
Northeast Region	March 3-4	Keith Rohwer

17. Distribute Leadership Council Panel charge and roster (new information item).

President Freeley distributed copies of the Leadership Council Panel charge and roster. Sandra Stoddard, who is chair of the panel, reviewed the charge. The panel is scheduled to meet on July 21-22 at ASCD headquarters.

National Commission on the Whole Child.

Gene Carter distributed copies of a status report on plans for the National Commission on the Whole Child. He noted that Lynn Huntley, Esq., President of the Southern Education Foundation, Inc., in Atlanta, Georgia, has consented to serve as one of the two co-chairs of the commission. We are awaiting a response from Harold "Terry" McGraw, Chairman, President, and Chief Executive Officer of the McGraw-Hill Companies, Inc., whom we have invited to serve as our other co-chair. Once we have confirmed our second co-chair, we will invite a diverse group to serve on the commission. We expect the commission to develop a compelling vision of child-centered decision making, to drive implications for structures and practices, and to craft recommendations for both policymakers and practitioners. Most important, we hope the commission will raise awareness of the urgency and magnitude of the needed changes. Carter said that the first meeting will be held in either December 2005 or January 2006 in the Washington, D.C., area.

Discussion related to the Board of Directors' proposed new self-assessment tool.

President Freeley reminded Board members that they need an instrument that can be used at the conclusion of this (Board) year and that they should identify indicators for the descriptors on the proposed form. Board members spent 30 minutes working in small groups and then reported their findings. A subcommittee will be appointed to draft a new self-assessment document based on this work for presentation to the Board at its November meeting. Gene Carter said that he would mail a copy of the definition of "significance" suggested by Marilyn Gist, Seattle University Executive Leadership Program, to the full Board.

Process observations.

Valerie Truesdale shared her process observations of the meeting, noting that the Board started its day with President Freeley's validation of its past and acknowledging the responsibility of building on high expectations. Board members were treated to an uplifting presentation by the new Board members, who based their approach to Board participation on care and loyalty. The Board had a rich dialogue on the annual assessment agenda item around the topic of success to significance and spent some time defining what we really mean. This discussion led the Board to develop some targets for indicators. Truesdale reminded Board members that she had been asked to focus on three process checkpoints: allowing for participation from all members, strategic leadership rather than an administrative focus, and a focus on the future.

She noted that the financial discussion celebrated the organization's business success. Committee reports provided an opportunity to fulfill two of our process checkpoints—participation by all members and a focus on the future. Board members demonstrated active listening and thoughtful engagement in nonverbal ways during the discussion of new initiatives. Board members validated innovative plans that included a stretch into new venues and didn't stray into too many individual administrative questions.

The afternoon's dialogue on whether to modify the Nominations Committee policy met all three checkpoints; there was full participation in the Nominations Committee and research guidelines dialogue. Truesdale commented that the Board's work was enhanced by the background information, clear language, and clear directions that help with pre-work, and the reports were enriched by Gene Carter's comments. The reports were very informative. New members were involved in active participation, and there were few side conversations. President Freeley was skillful in carving out time for additional discussion of the Board's self-assessment tool; this dialogue was helpful and significant and met all eight of the descriptors. Truesdale said she felt that the Board had gelled as a cohesive unit; the role of process observer is one that all Board members would benefit from. Board members thanked Truesdale for her summary.

Michaelene Meyer moved, and Lavinia Dickerson seconded, to adjourn the meeting. President Freeley declared the meeting adjourned at 3:30 p.m.

GRC/bdr

Note: On Saturday, July 16, the Board of Directors and senior ASCD staff participated in a professional development session entitled "A Matter of Trust: Conversations in Leadership Ethics," presented by Michael G. Daigneault, Principal and Director of Advisory Services, DeLeon & Stang, Gaithersburg, Maryland.