



ASSOCIATION
FOR SUPERVISION
AND CURRICULUM
DEVELOPMENT

GENE R. CARTER, EXECUTIVE DIRECTOR

ASCD BOARD OF DIRECTORS MEETING MINUTES

November 12, 2005

ASCD BOARD OF DIRECTORS MEETING
Saturday, November 12, 2005
Hyatt Regency Hotel
Xi'an, China

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); Doris Matthews (ID); 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).

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; and Judy Seltz, Deputy Executive Director, Constituent Partnerships.

President's welcome.

President Mary Ellen Freeley opened the meeting at 9:02 a.m. by discussing the professional readings that Board members had completed in advance of the trip. She then read a passage from a children's book on China, *Confucius: The Golden Rule*, by Russell Friedman.

Review procedure for process observations or reflections.

President Freeley announced that Debra Hill would serve as process observer.

1. Establish the consent agenda.

No items were brought forward for the consent agenda.

2. Adopt the July 15, 2005, Board of Directors meeting minutes.

Margaret Edwards moved, and Thelma Spencer seconded, to adopt the July 15, 2005, Board of Directors meeting minutes. The motion carried.

Gail Pope moved, and Doris Matthews seconded, to move into executive session. The motion carried. Agenda items 3 and 4 (oral report on state of the Association and oral report on personnel and legal matters) were discussed in executive session.

Lavinia Dickerson moved, and Valerie Truesdale seconded, to return to open session. The motion carried.

5. Financial reports.

5.A Receive Investment Portfolio Report.

Eric Bellamy, Deputy Executive Director, Finance and Operations, reminded Board members that they had unanimously approved the investment guidelines promulgated before the trip and that ASCD had moved forward. He also reminded Board members that investments are not ASCD's core business and that some things, such as the recent devastation from hurricanes, are beyond our control.

Bellamy recapped the growth of the fund over time, including the more methodical approach toward investing, and the move to one investment manager instead of two. He also noted that, although there is no established target date for attaining the Association's goal of the Reserve Fund equaling 40 percent of annual revenue, ASCD is making progress. At the end of August, the Reserve Fund was at 27 percent of annual revenue, and the fund now stands at 30 percent. He indicated that the goal of 40 percent of annual revenue could be attained by the end of FY07, further noting that the Association will also be investing in a new association management system and other information technology.

Executive Director Gene Carter noted that we are beginning to see the value of keeping a watchful eye on financial health at both the Association and affiliate levels.

5.B Review FY05 unaudited financial report for prior fiscal year compared to budget.

Bellamy noted that this report was generated before the audit was completed. The final audited results show a positive \$500,000 variance due to \$150,000 in royalty income. He also noted that the rise in program expenses was due to increases in vendor-directed expenses. ASCD has far more control over the expenses generated by support services than those generated by vendors such as paper and transportation. Bellamy cautioned that we should not expect to continue to have the "new best year ever" each year, especially given the planned responses to the technology audit.

6. Approve revised ASCD policies and review revised protocols.

Diane Berreth, Deputy Executive Director, Strategic Direction and Planning, noted that the revised constitution led to minor modifications to policies. She reminded the Board that the protocols are approved by the Executive Director. Berreth asked that proposed technical changes be submitted in writing to staff for review and asked that Board members focus on issues of clarity of language or substance in recommending changes to the proposed policies. Thelma Spencer moved, and Margaret Edwards seconded, to adopt the proposed revised policies and protocols. Discussion followed. The proposed revised policies and protocols were approved unanimously.

7. Approve recommendation from the Board subcommittee on self-assessment.

Michaelene Meyer introduced the work of the subcommittee on self-assessment. Members of the subcommittee are Meyer, Dickerson, and Pope. The subcommittee examined resources for Board self-assessment and drafted a proposed set of outcomes for

the Board of Directors that would support its move from success to significance. The subcommittee recommended using the Innovation Configuration framework to define both outcomes and processes, and to facilitate actions for achieving those outcomes.

Richard Hanzelka suggested that the Board may want to further parse the language of Level 1 (Significance) to ensure mutual understanding of the desired outcome. President Freeley thanked the committee for its work.

Matthews moved, and Donald Davis seconded, to approve the committee's recommendations to proceed with work on the Innovation Configuration model. The motion carried.

8. Discuss potential Board review process and topics.

Berreth introduced the process for Board of Director reviews specified in the 2005 Constitution.

Board members discussed what constituted an internal or external review and concluded that an internal review would be conducted by ASCD members and staff and that an external review would be conducted by a person or organization independent of ASCD.

The Board concurred that the framework presented for Board reviews needed an additional phase and that the three phases should include (a) criteria for initiating a Board review, (b) a process for initiating a Board review, and (c) steps for conducting a Board review.

Discussion ensued about how to bring this topic to regional meetings and to the Leadership Council. Carter suggested that the reviews be discussed as part of ASCD's move from success to significance and another process in solidifying relationships between and among the Board of Directors, the Leadership Council, and affiliates.

9. Receive evaluation of 2005 Leadership for Effective Advocacy and Practice (LEAP) Institute and Leadership Council meeting.

Judy Seltz, Deputy Executive Director, Constituent Partnerships, summarized the results of the survey taken at the conclusion of the LEAP meeting. She noted that overall the participants were very pleased with the meeting and that the meeting accomplished its primary purpose. Davis commented on the lack of awareness of advocacy participation among some registrants.

Seltz explained the LEAP invitation process and announced that the next LEAP meeting is scheduled for September 16–19, 2006.

10. Receive 2007 Annual Conference theme and strands.

Hanzelka reported that theme and strands for the conference emerged easily at the Annual Conference Planning Committee meeting. He further noted that the strands and themes come together well, with the strands supporting the themes in obvious ways.

The theme for the 2007 Annual Conference is “Valuing the Whole Child: Embracing a Global Vision,” and the strands are Policy and Advocacy to Support the Whole Child, Transformation of the Education Professions, and Enriching Learning and Teaching. Hanzelka further explained that the second part of the theme—Embracing a Global Vision—refers to the global need of the whole child.

Meeting Reflections

Linda Mariotti said that the worldwide meeting debriefs should be captured and that staff is doing that for today’s meeting. President Freeley noted that she is writing a piece about the Board’s visit to China and asked Board members to send their perspectives to her.

Truesdale said that the staff is to be commended on the selection of the Whole Child commissioners and on ASCD’s hurricane relief work.

Hill said that the process observations are based on the work of Peter Lincioni. Hill’s criteria included effectiveness, productivity, professional respect, and interactions. She noticed a strong sense of camaraderie and patience, with a high degree of active listening. Humor was complimentary and sidebars were brief. There were a number of compliments from the Board to staff. She noted that some Board members did focus on protocols in the policy review item despite instructions to the contrary. Hill stated that the Board “scored 2.97 on a scale of 3” overall.

Carter announced that next year’s fall Board meeting will be held in India. More information will be provided at the Board of Directors meeting in Chicago, where orientation for the trip will begin.

Spencer moved, and Sara Magaña Shubel seconded, to adjourn the meeting. President Freeley declared the meeting adjourned at 2:10 p.m.

GRC/bdr