



ASSOCIATION  
FOR SUPERVISION  
AND CURRICULUM  
DEVELOPMENT

GENE R. CARTER, EXECUTIVE DIRECTOR

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## **ASCD BOARD OF DIRECTORS MEETING MINUTES**

**November 4, 2006**

1703 North Beauregard Street Alexandria, VA 22311-1714 USA 001-703-578-9600 800-933-ASCD FAX 001-703-575-5400  
<http://www.ascd.org>

ASCD BOARD OF DIRECTORS MEETING  
Sunday, November 4, 2006  
Oberoi Hotel  
New Delhi, India

MINUTES

ATTENDING

Richard Hanzelka, President (IA); Nancy DeFord, President-Elect (VA); Mary Ellen Freeley, Immediate Past President (NY); Donald Davis (GA); Lavinia T. Dickerson (VA); Debra A. Hill (IL); Linda Mariotti (UT); Anthony Mello (NY); Michaelene Meyer (VA); Gail Elizabeth Pope (VA); Mary Ravita (PA); Yolanda Rey (TX); Realista Rodriguez (VA); Sara Magaña Shubel (MI); Valerie Truesdale (SC), and Wayne Sweeney (CT). Jaime Castellano (FL) was unable to attend.

ASCD STAFF

Gene R. Carter, Executive Director; Eric Bellamy, Deputy Executive Director, Finance and Operations; Mikki Terry, Deputy Executive Director, Program Development; Judy Seltz, Deputy Executive Director, Constituent Partnerships; Deborah Hall, Chief Human Resources and Administration Officer; and Ron Miletta, Assistant Executive Director, Marketing and Member Services.

President Richard Hanzelka called the meeting to order at 8:15 a.m. He welcomed Board members to the meeting, referencing quotations from Gandhi and Nehru. Hanzelka appointed Don Davis as process observer for the meeting.

1. Establish the consent agenda.  
No items were identified for a consent agenda.
2. Adopt the July 14, 2006, Board of Directors meeting minutes.  
Mary Ravita moved, and Lavinia Dickerson seconded, to approve the July 14, 2006, Board of Directors meeting minutes. The motion carried.

Yolanda Rey moved, and Linda Mariotti seconded, to move into Executive Session at 8:40 a.m. The motion carried.

Items 3 (receive oral report on “state of the Association”) and 4 (receive oral report on personnel and legal matters as needed) were discussed in Executive Session.

Debra Hill moved, and Sara Shubel seconded, to return to Open Session. The motion carried.

- 5A. Receive investment portfolio performance report.  
Eric Bellamy recapped the growth of the fund over time and noted that the goal of making the Reserve Fund equal 40 percent of annual revenue has been achieved. He

reminded Board members that this is a moving target; as the budget grows, the reserve fund will need to grow.

5B. Review FY06 unaudited financial report.

Bellamy noted that this report was generated before the audit was completed. The final audit will reflect minor changes leading to a small gain in change in net assets.

6. Approve recommended changes to the ASCD Reserve Fund Investment Portfolio Guidelines.

Bellamy reminded Board members that they had approved in concept a recommendation from the Finance Committee that ASCD change the Reserve Fund Investment Portfolio Guidelines, Policy 405 – Management of Cash and Investments.

The proposed language reads:

Balanced portfolio for the purpose of this policy is defined as 49 percent equity inclusive of call options, 40 percent fixed-income securities, 10 percent commodity mutual and exchange traded funds, and real estate investment trust funds, and 1 percent cash and cash equivalents; however, market conditions may at times dictate a makeup different than the defined balanced portfolio. The portfolio may at times, and for reasonable periods of time, reflect asset allocations up to 75 percent in the equity or fixed income instrument categories and/or no cash holdings. The portfolio asset allocation is not expected to reflect the defined balanced portfolio at all times.

Valerie Truesdale moved, and Mary Ellen Freeley seconded, to adopt the proposed new policy. The motion carried.

7. Review plan to increase scores on Family of Measures.

Bellamy recapped the origin of the Family of Measures as a means of improving ASCD's operational effectiveness. He explained each of the components and then addressed the elements of the plan to broaden staff engagement in the measures.

8. Receive oral report on ASCD's workforce development.

Carter introduced the report by explaining the relationship between the Family of Measures and workforce development. He stated that ASCD needs to maintain its competitive advantage through its people, making workforce development a critical component.

Deborah Hall reported that the goals of the workforce development program were

- an engaged workforce
- staff understanding of how their individual work contributes to organizational goals
- a norm of high performance and recognition for high performance
- career advancement opportunities, and
- job satisfaction

Hall stated that the workforce development program aims to develop a responsible and accountable staff through an action learning methodology.

In response to questions from Board members, Hall discussed the AED/Chiefs coaching program, disaster recovery plans, and succession planning.

9. Receive report on the status of Whole Child Initiative.

Judy Seltz stated that ASCD had launched a national campaign on the Whole Child. Extensive telephone interviews took place in September and October of 2006 with leaders in targeted states. The next steps include two public forums in Colorado and North Carolina in mid-November 2006 with selected leaders to test policy recommendations.

The Commission's report, with recommendations for action and policy at the local, state, and national levels, will be released shortly before the 2007 Annual Conference. Carter indicated that the Board would see the report before it is released. He reminded the Board that the Whole Child Initiative is part of ASCD's advocacy work. He noted that actionable business plans need to be developed. Seltz stated that recommendations in the report would be broad and that in many states the recommendations are already being addressed. Carter stated that work of the Commission needed to be leveraged into meaningful partnerships. He suggested an orientation would be helpful when the report is complete and ready to roll out.

10. Receive evaluation of 2006 Leadership for Effective Advocacy and Practice Institute.

Seltz reported that ASCD's second LEAP Institute was a success in preparing participants to become engaged in advocacy for ASCD's positions and Legislative Agenda. She noted that the participants offered constructive suggestions about how to engage worldwide participants. Hanzelka observed that two-thirds of the Leadership Council members attended LEAP, but a decreased number of Canadians and non-U.S. members attended this year. He suggested looking at other models for how the Leadership Council does its work, and asked Board members to break out into small groups to discuss. Freeley stated that professional development on advocacy, focusing especially on tools and processes, would be beneficial for the Leadership Council. Hanzelka recommended that the Leadership Council Management Team address the question of Leadership Council and LEAP connectedness in its next conference call.

11. Adopt 2008 Annual Conference theme and strands.

Nancy DeFord described the process for developing the theme and strands and noted the special attention paid to the New Orleans location of the conference in the theme's development.

Freeley congratulated the committee and DeFord on the theme, "Reinventing Schools: Courageous Leadership for Positive Change." She suggested that ASCD consider a community or social action project in New Orleans, on a larger scale than typically conducted at conference, to reach the New Orleans community in a more significant way.

Mikki Terry responded that, as an outgrowth of the ASCD Hurricane Relief Team, staff members are interested in dedicating a day at the conference to giving back to the community. She also noted that there is energy around the idea of having conference attendees go out into the community and schools.

Realista Rodriguez moved, and Ravita seconded, to adopt the 2008 conference theme and strands. The motion carried.

12. Discuss Board composition regarding diversity and announce President's appointment of Board Nominations Committee if necessary.

Carter mentioned that Board members look at the diversity and composition of the Board annually, and, if the Board needs or wants to modify the composition, there is a process to accommodate this interest.

Hanzelka noted there is not an international representative on the current Board of Directors. Dickerson supported the formation of a nominations committee and noted the Board had heavy representation from eastern states. She also noted that we should look at urban locations for diversity. Freeley indicated support for looking at international representation. Truesdale requested clarification of the process. Seltz indicated that if additional diversity is desired on the Board of Directors, the president can appoint a committee to review the current composition and to develop nominations.

Dickerson moved, and Freeley seconded, to support the President's formation of a Board Nominations Committee. The motion carried.

13. Approve recommendation for exception to Policy 502.2.

Truesdale moved, and Rey seconded, to approve the recommendation for exception to Policy 502.2, allowing Japan ASCD to retain its affiliate status.

Seltz shared data on how active the Japan ASCD has been in ASCD activities for a number of years, and described geographic and language challenges that make it difficult to meet all of the requirements for being an ASCD Affiliate.

Board members discussed the need for the Association to be both flexible and adaptable in regard to compliance with policy 502.2. Pope noted that the motion is in line with the spirit of the protocol. The motion was unanimously approved.

14. Receive update on membership dues increase.

Ron Miletta presented a brief history of the dues increase approved by the Board of Directors in March, noting that a greater number of members took advantage of the multiyear renewal than expected—14 percent vs. 12 percent. There were very few inquiries from members about the reason for the dues increase, and very few complaints. Dues payments increased in August by approximately 60 percent over dues payments for August 2005. September dues payments increased by approximately 30 percent over dues payments for September 2005. The dues increase has not had a negative impact on the

retention rate. Miletta will report back on the retention impact after six months under the new rates.

Process observations.

Donald Davis provided a summary of the highlights of the Board's discussion and actions.

Meeting reflections.

Carter emphasized the Board has a year to develop any follow-up plans for the India study and trip and that any follow-up should complement the Strategic Plan and be mindful of Association resources. Board members asked for time at the March 2007 meeting to discuss any follow-up plans.

Board members shared their reflections on what they had seen and learned during the school visits and other meetings in India over the past week.

Carter asked for reaction to the new structure of the study tour, which included separate agendas for guests and Board members. Reaction was mixed, and people concluded that both guests and the Board of Directors came together as strong groups as a result.

Hanzelka closed the meeting with a quote from Gandhi, "If you don't find God in the next person you meet, it is not worth the time to look further." He declared the meeting adjourned at 12:30 p.m.

GRC/bdr