# Minutes of Board of Directors' Meetings

March 3, 4, and 8, 1972

Benjamin Franklin Hotel
Philadelphia, Pennsylvania

## CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Council Report</td>
<td>1-4</td>
</tr>
<tr>
<td>Emergency Task Force Reports</td>
<td>4-5</td>
</tr>
<tr>
<td>Presentation of 1971-72 Revised Budget</td>
<td>4-8</td>
</tr>
<tr>
<td>Election Results</td>
<td>8</td>
</tr>
<tr>
<td>Reston</td>
<td>8</td>
</tr>
<tr>
<td>Application of Massachusetts ASCD</td>
<td>8-9</td>
</tr>
<tr>
<td>California Liaison</td>
<td>9-11</td>
</tr>
<tr>
<td>Formal Membership in AAAS</td>
<td>11-12</td>
</tr>
<tr>
<td>New Jersey Situation</td>
<td>12-13</td>
</tr>
<tr>
<td>Airlie House Program Presentation</td>
<td>13-14</td>
</tr>
<tr>
<td>Membership Drive Report</td>
<td>14-15</td>
</tr>
<tr>
<td>Presentation of Proposed Budget for 1972-73</td>
<td>15-17</td>
</tr>
<tr>
<td>Nominating Committee for National Election</td>
<td>17</td>
</tr>
<tr>
<td>Election of Board Members to Selection Committee 1973-43</td>
<td>17-18</td>
</tr>
<tr>
<td>Organization of Fund Raising Drive for ASCD Headquarters at Reston</td>
<td>18</td>
</tr>
<tr>
<td>Other Board Concerns</td>
<td>19-20</td>
</tr>
<tr>
<td>Request for Review of Criteria for Affiliation with ASCD</td>
<td>20</td>
</tr>
</tbody>
</table>
MINUTES OF BOARD OF DIRECTORS MEETING

Benjamin Franklin Hotel
Philadelphia, Pennsylvania

March 3, 4, and 8, 1972

Presiding: Alvin D. Loving, Sr., President, ASCD, March 3 and 4, 1972 meeting
Jack R. Frymier, President, ASCD, March 8 meeting.

The Board of Directors of the Association for Supervision and Curriculum Development convened in the Franklin/Commodore Barry Room of the Benjamin Franklin Hotel, Philadelphia, Pennsylvania, on Friday evening, March 3, and was called to order at 7:30 o'clock by President Alvin D. Loving, Sr.

Dr. Loving outlined the agenda for the evening. This would consist of a presentation and discussion of the Review Council Report, reports on the Emergency Task Forces established at Airlie House in January 1972, and a presentation of the proposed revised budget for 1971-72.

Review Council Report

Dr. William Alexander, Chairman of the Review Council, explained the election process and the purpose of the Review Council. He indicated that the Report was being presented to the Board for discussion and criticism; the Review Council was open for new business; and, the members of the Council were seeking constructive suggestions from the Board. Dr. Alexander read the Report, a copy of which is attached hereto and made a part of the official minutes of the meeting. Discussion by the Board followed.

Item 5, Nominating Committee

Burton Tiffany of California asked if it would be possible for all six members of the Nominating Committee to become members of the Executive Council and if the Review Council's recommendation was an attempt to prevent this situation from developing. Dr. Loving indicated that it would be possible for this condition to exist. Dr. Frymier pointed out that the Constitution was designed to prevent any one group from perpetuating its own ideology by dominating appointments to the Nominating Committee.

Dr. Frymier MOVED the adoption of the recommendation of the Review Council, as stated in item 5 of the Report, concerning clarification of the term "jointly appointed" as it applies to the Nominating Committee, as follows:
1. That the Board of Directors name three (3) of its members and the Executive Council three (3) of its members to a joint committee of six (6) persons to whom is delegated the responsibility of selecting a Nominating Committee of nine (9) ASCD members, not including any persons on the original 6-member committee.

2. That the 6-person committee be appointed and begin its work at the time of the Annual Conference; thus the 6-person committee to select the Nominating Committee for the 1973 national election would be appointed and convened in the 1972 conference.

SECONDED by Dr. Davis.

Dr. Ebersole pointed out that in order to carry out the above recommendation, some appointments which have already been made to the Nominating Committee would have to be withdrawn.

MOVED by Frederick Haas of Pennsylvania that the original motion be amended to include the six members of the existing Nominating Committee continue to serve for this year.

SECONDED by Dr. Ebersole. MOTION AS AMENDED CARRIED.

**Item 3, Relationship of Budget and Program Priorities**

Helen James of California supported the recommendation of the Review Council for an immediate assessment of priorities in relation to budget - looking at program priorities and costing them out in terms of what could or should be done.

Mrs. James suggested that a motion might be made that we direct the President and the Executive Secretary to implement the recommendations of the Review Council as outlined in item 3 of their Report, "Relationship of Budget and Program Priorities," with particular reference to 1) enhancement of amounts budgeted and expended under the budget category Program Development, and 2) possible shifts toward program development activities in staffing patterns within the national office and in the publications program.

Further discussion of the idea followed. Richard Foster indicated that perhaps the Board would be 'messing around' with the internal operation of the national office if it moved forward with an immediate assessment. No action was taken on Mrs. James' suggestion.

**Item 4, Affiliated Units and National ASCD**

MOVED by John Lounsbury of Georgia that the Board of Directors accept the three recommendations of the Review Council as outlined in item 4 of their Report, "Affiliated Units and National ASCD," as follows:
(1) Officially encourage state units that have not already done so to consider the development of functional sub-units within the state and affiliated with the state association. Some of these groups may encompass metropolitan areas; some may be regional in nature; and some may represent areas of the state with similar educational problems.

(2) Support officially the idea of cooperative action across state and national borders and the formation when desirable of consortia of state associations. A consortium may be a group of states with similar problems, or one of continuous states in which a larger membership is needed for truly effective action. Sub-units affiliated with a state association such as an isolated area or a large metropolitan area should also be encouraged to join with other contiguous state groups for needed action or with groups elsewhere that face common problems.

(3) Propose an amendment to Article V-Section 2 of the Constitution so that 40 members of the Board of Directors are elected at large (10 each year), and that state representation to the Board be adjusted as necessary. Such action, we believe, would increase the national orientation and commitment of the Board of Directors, provide more opportunities for persons effective in state units to be recognized and utilized nationally and in other states, and provide the possibility of additional ethnic minority representation on the Board.

SECONDED by Dr. Frymier.

Dr. Frysner spoke in favor of the above motion indicating it would give more people an opportunity to function at the national level. Some concern was expressed concerning sub-section 3 in that it was stated too explicitly on proportional Board representation. It was suggested that the Constitution Committee study the composition of the Board. Dr. Loving, however, pointed out that the Constitution Committee is no longer in existence.

MOVED by John Lounsbury that the original motion be amended by referring sub-section 3 of item 4 of the Review Council's Report to a Constitution Committee to be appointed by the President.
SECONDED by James Bailey of Texas. MOTION TO AMEND CARRIED.

MOVED by Richard Foster to table the original motion on the basis of recommendation #3.
MOTION TO TABLE ORIGINAL MOTION CARRIED.
MOVED by Richard Stewart of Florida that recommendations #1 and #2 be adopted as stated and recommended by the Review Council
SECONDED by Charles Gengler of Oregon.

MOVED by Richard Stewart of Florida to table recommendations #1 and #2.
MOTION TO TABLE CARRIED.

Dr. Loving concluded the presentation by introducing Dr. Deborah Partridge Wolfe of Cranford, New Jersey who has just been elected to the Review Council for a five-year term (77).

Emergency Task Force Reports

President Loving asked the chairmen of the Emergency Task Forces that were developed at Airlie House to give their reports covering the categories of 1) Membership, 2) Annual Conference, 3) Inventory, and 4) Grants and Other Sources of Revenue.

Membership

Mrs. Glenys Unruh, Chairman, reported that a small group studied the problem of decreased membership but they were unable to analyze the drop in membership in the early fall. A personal letter was sent to those members who did not renew their membership. A mailing piece was sent out with the Conference Program that could be passed along to a friend stressing the value of joining ASCD. Other suggestions included mounting a state-by-state drive requesting units to use their own communications media and obtaining lists of state members in order to check for those who are not members of national ASCD. Then at some strategic point, mount an "each one, reach one" drive using an attractive brochure. Also, there should be attempts to identify key people to whom supplies of brochures could be sent. In addition, it was proposed that a brochure or folder be developed which would be aimed at special categories such as Federal people in education, superintendents of schools, elementary and secondary school principals, curriculum professors, etc.

Annual Conference

Mrs. Frances Link, Chairman, reported the group recommended that a special effort be made to invite curriculum workers in the Philadelphia area to attend the Conference. A special rate was offered for teachers in the Philadelphia School District that would enable daily attendance. In order to facilitate this effort, the resources of the local planning committee were utilized. Using the same idea, Mrs. Link contacted Dr. Matthew Pillard of the University of Pennsylvania in order
to get people involved from the Educational Study Council and Education Service Bureau based at Penn. In addition, 500 registrations were mailed to Dr. Pillard. A special letter was sent to the deans of colleges in the Philadelphia area offering a special rate to professors who are not members of ASCD and to their graduate students.

**Inventory**

Mrs. Minnie Fields, Chairman, reported that in the education book list of 'Outstanding Education Books for 1970-71,' two ASCD publications are included: Freedom, Bureaucracy and Schooling and Elementary School Social Studies: A Guide to Current Research. The subcommittee developed lists of publications to be packaged and sold at various prices. Ten thousand brochures were mailed and so far 103 of these special packets have been sold resulting in an income of $1,070.20. The evaluation packet at this point is the most popular one. Mrs. Fields stated that the March 31 deadline for placing orders for the special packets had been extended.

**Grants and Other Sources of Revenue**

Dr. Audrey Norris, Chairman, reported the purpose of the subcommittee was very simply to try to get grant money. The group proposed to go after community involvement type money and day care money. The subcommittee has decided to seek direct grants on behalf of the Association in areas of concern which the Board is interested in supporting. Another grant source would be to receive subcontracts for services which ASCD is particularly suited. Dr. Norris met in the Washington office for several days in February to plan strategies for getting direct grants or subcontracts from other grants. Dr. Norris asked the Board to make known to the Executive Council ideas they might have that the subcommittee had not as yet explored.

**Presentation of 1971-72 Revised Budget**

Dr. Frymier shared with the Board some of the data the Executive Council had been coping with in light of the Association's financial situation, and called their attention to the membership graph and the proposed revised budget. It was noted that as dues were increased, there was a simultaneous downward trend in membership, and there also has been a decline in publications sales and attendance at the Annual Conference. All of these negative factors could very well be due to the fact that people elsewhere are also having budget problems.

As a result of the Airlie House meeting, the Executive Council drew a halt to a number of activities. The budget that is being presented at this time is very conservative, based on a zero operating deficit, and is as follows:
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<thead>
<tr>
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<tbody>
<tr>
<td>A. Membership</td>
<td>$334,500.00</td>
<td>$291,234.27</td>
<td>$316,234.27</td>
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<tr>
<td>B. Publications</td>
<td>280,000.00</td>
<td>190,230.98</td>
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<td>C. Annual Conference</td>
<td>234,000.00</td>
<td>190,692.50</td>
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<td>D. Institutes &amp; Small Conferences</td>
<td>30,000.00</td>
<td>8,470.00</td>
<td>10,970.00</td>
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<td>E. Miscellaneous</td>
<td>14,375.00</td>
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<td>F. Investment Income</td>
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<td>G. Loan</td>
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<td>-0-</td>
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<td><strong>Total Receipts</strong></td>
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<th>Disbursements</th>
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<tr>
<td>1. Publications Production</td>
<td>$200,818.00</td>
<td>$162,957.98</td>
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<td>2. Publication Handling</td>
<td>53,500.00</td>
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<td>3. Promotion of Publications and Membership</td>
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<td>15,504.45</td>
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<td>4. Annual Conference</td>
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<td>95,411.77</td>
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<td>5. Institutes &amp; Small Conferences</td>
<td>20,000.00</td>
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<td>6. Assoc. Committees &amp; Meetings</td>
<td>47,800.00</td>
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<td>7. Program Development</td>
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<td>8. Field Services</td>
<td>6,000.00</td>
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<td>9. Salaries &amp; Related Expenses</td>
<td>359,257.00</td>
<td>341,530.56</td>
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<td>10. Operating Expenses</td>
<td>70,000.00</td>
<td>67,497.57</td>
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<td>11. Equipment</td>
<td>3,000.00</td>
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<tr>
<td>12. Miscellaneous</td>
<td>5,000.00</td>
<td>1,008.69</td>
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<td>13. Projects &amp; Special Program Dec.</td>
<td>5,000.00</td>
<td>1,251.78</td>
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<td><strong>Total Disbursements</strong></td>
<td><strong>$925,375.00</strong></td>
<td><strong>$782,374.09</strong></td>
<td><strong>$777,103.82</strong></td>
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1/ + $25,000 - concerted effort to obtain 1,000 new members
2/ + $2,500 - reimbursement of expenses for Emerging Adolescent Learner workshops
3/ + $50,000 - borrow from bank or members
4/ + $3,000 - to guarantee publication of at least one additional pamphlet made available to comprehensive members
5/ + $6,500 - Executive Council meeting in May and four regional State Unit Presidents’ meetings
6/ + $10,229.73 - for program development which would include the activities of small groups
7/ - $25,000 - salaries and related expenses

MOVED by Dr. Frymier that we adopt the revised version of the budget for this fiscal year 1971-72 as further revised in the presentation made to the Board of Directors on Friday, March 3, 1972.
SECONDED by Dr. Davis.
Dr. Foster expressed concern over publications and indicated that when fewer booklets are published the unit cost goes up, therefore making each publication more expensive.

Dr. Foster also requested specific information about the $25,000 reduction in salaries and related expenses, and asked if there could be an alternative to cutting staff personnel. Dr. Prymier replied that the staff from the central office met separately from members of the Executive Council and independently talked about what might be done along this line. Then the Council and staff met together and mutually agreed that a $25,000 reduction in staff salaries would be necessary. However, the specifics of how this should be accomplished would be the decision of the Executive Secretary and not the Executive Council.

It was suggested that staff reductions could be less if other means of conserving finances could be established. For example, some of the professional staff members might want to accept summer teaching jobs at universities. This could result in savings of perhaps $3-8,000. Dr. Atkins further suggested that the $25,000 goals might be reached in other ways such as finding out if there are staff members who would not mind taking a couple of months leave without pay in order to take advantage of summer planning with their families. In addition, some monies could be saved in salary-related expenses of fringe benefits. In other words, Dr. Atkins indicated that he is not thinking necessarily in terms of reducing the staff by "X" number of people, but rather in terms of conserving the needed funds in a variety of ways.

There would have to be some reduction in staff, but the order would have to be determined by the activities of the individual and how best to sustain his workload in the interim. In any case, it is hoped that the situation will improve sufficiently by the fall so that rehiring can take place.

In order to prevent any layoffs, Dr. Foster suggested making every member of the Board of Directors responsible for getting five new members within a month. Another suggestion was to send a letter to the membership explaining the financial difficulty of the Association and requesting them to contribute $5-10. Dr. Fleming of Virginia remarked that many institutions around the country are not currently using ASCD materials, and inquired regarding some way a campaign could be developed to use these materials as a means of increasing profits from publications. Dr. Loving responded that the special packets which were developed by the Emergency Task Force on Inventory at Airlie House were related to this suggestion.

Some members expressed the opinion that the Association needs to face the reality that adjustments will have to be made. Therefore, since the percentage of reduction in salaries was not tremendously high, they favored the motion as it originally stands. On the other hand, some members got a different impression about a reduction being made with a minimum of disturbance in terms of proposed program development. Would there be a need for additional staff?

Dr. Atkins indicated that there are a number of ways ASCD employees could be protected. For example, in the NEA there is always a need for
special project people at the clerical level - a need to hire people for a two to three month period. This would mean that the employee would retain his or her retirement benefits and at the same time ASCD's salary budget would be reduced, temporarily. The Association is also doing a series of pre-conference seminars in connection with the Annual Conferences of ASCD, NASSP, and NAESP. These seminars are funded by the National Science Foundation, and all secretarial help is partly paid by the Association and the NSF. So there are ways to save money without necessarily terminating six to eight people.

MOVED by Richard Foster that if any additional income comes in that the $25,000 which has been deducted from the category of "Salaries and Related Expenses" be restored prior to the repayment of the $50,000 loan.

MOTION CARRIED.

Election Results

Mrs. Gennette Nygard announced the results of the election to the Executive Council from the Board of Directors as follows:

✓ Dr. Richard L. Foster, Berkeley, California
✓ Mrs. Elizabeth S. Randolph, Charlotte, North Carolina

Each person was elected for a three-year term ending 1975. Dr. Foster and Mrs. Randolph will replace Dr. Delmo Della-Dora and Mrs. Frances R. Link on the Executive Council.

Mrs. Nygard also announced that Dr. Deborah Partridge Wolfe of Cranford, New Jersey had been elected to the Review Council for a five-year term ending 1977. Dr. Wolfe will replace Dr. Harold Drummond.

Reston

Dr. Atkins presented a brief report on the Reston plans, and recommended that ASCD delay in the next step of hiring an architect until the financial situation of the Association stabilizes and program development plans for next year catch hold.

Application of Massachusetts ASCD

In August 1971, Massachusetts ASCD requested direct affiliation with the national organization. At their October meeting, the Executive Council voted to recommend the request of Massachusetts ASCD to the Board of Directors for positive action at the Annual Conference in Philadelphia.
MOVED by Dr. Ponder that the Board of Directors accept the request of Massachusetts ASCD for direct affiliation with the national organization. SECONDED by Chester Brown of Arizona. MOTION CARRIED.

Dr. Joan Kerelejza, President of New England ASCD, spoke in favor of Massachusetts' move and felt that the other five states, comprising the regional unit, would remain intact until such time as they were strong enough to be on their own. She also indicated that plans were underway for working out the organizational details for a kind of consortium allowing the state units to keep the advantages they now have in the New England organization, but along with more direct affiliation with the individual states.

Dr. Atkins then introduced Dr. Gilbert W. Berry of Lexington and Mr. C. Louis Cedrone of Westwood, the two observers from Massachusetts. Dr. Berry, President of the state unit, expressed his thanks to the Board for an affirmative vote.

California Liaison

Dr. Loving explained that ASCD was to take a year to study the situation in California, and during that time make a visit to the state and present a recommendation to the Board of Directors. Last December, Dr. Loving, Dr. Atkins, and Dr. Wilhelms met in San Francisco with ACSA liaison persons. As a result of that meeting, Dr. Loving stated he would like to share with the Board their findings and read the jointly developed recommendation of ASCD and ACSA as follows:

December 9, 1971

TO: The ASCD Executive Council
The ACSA Board of Directors

RE: Liaison of ASCD and ACSA

It is recommended that the question of affiliation between ASCD and ACSA be further delayed in order to allow time for new working relationships to emerge, be defined, and tested. It is also recommended that a liaison between the two organizations be established in which the following functions will be provided:

1. Obtain the involvement of all ASCD members in the state in the selection of representatives to the ASCD Board of Directors.

2. Encourage and plan program activities dealing with major issues of Curriculum and Instruction (C & I) at state and regional levels. Such activities would be open to all ASCD members regardless of whether or not they are ACSA members.
3. Assume responsibility for matters pertaining to the business of ASCD, such as establishing committees to assist with national conferences.

4. Work to involve teachers, community people, and students concerned with problems of C & I in the improvement of education.

This interim working arrangement would provide the opportunity for ACSA to further identify and experiment with its new structure in which seven prior organizations have merged into one new entity. It would also give ASCD time to evaluate the several new structures evolving in other states (i.e., confederation and unification) along with the merger concept.

It is recognized that, at the present time, the specific membership requirements of ASCD and ACSA are conflicting. We strongly believe, however, that this proposal is in the common interests of both organizations, and we strongly recommend that the Executive Council of ASCD recommend its adoption by the ASCD Board of Directors in March 1972, in Philadelphia. It is further recommended that the liaison be periodically reviewed, evaluated, and modified as necessary.

This statement was developed cooperatively by the following people on December 6, 1971:

ASCD President, Dr. Alvin D. Loving
ASCD Executive Secretary, Dr. Neil P. Atkins
ASCD Senior Associate, Dr. Fred T. Wilhelms
ACSA President, Dr. Don McKinley
ACSA Executive Secretary, Dr. Bill Cunningham

Official ACSA liaison of ACSA to ASCD,
Mrs. Helen A. James
and
Dr. Ray Arveson
Dr. Lewie Burnett
Dr. Arthur Costa
Dr. Delmo Della-Dora
Dr. Bill Schreck

MOVED by Dr. Frymier that the Board of Directors accept and approve the California liaison recommendation as developed cooperatively by ASCD and ACSA.
SECONDED by John Codwell of Texas. MOTION CARRIED.

Mrs. Helen James indicated ACSA was in the process of setting up a regional structure in which a deliberate attempt would be made to have
persons from all of the seven merging groups, including California ASCD, involved at the regional and state levels, and that Dr. Arthur Costa is chairman of a very active Curriculum and Instruction Committee at the state level. Mrs. James further indicated they were discussing what procedures should be implemented in terms of the election of representatives, and they were committed to see that every ASCD member is involved in that process. She also indicated that ACSA has the complete support of its Board and Assembly to see that teacher members are invited to and included in all regional meetings.

Frederick Haas, President of Pennsylvania ASCD, stated they are experiencing some of the same kinds of problems that other national education and local state associations experience when outside membership is required. Pennsylvania ASCD has suffered a loss in membership because of the requirement to be member of the Pennsylvania State Education Association prior to becoming a member of ASCD. Mr. Haas stated they are exploring the possibility of becoming independent of the state organization if they can obtain a sufficient number of ASCD members.

Dr. Davis indicated the Board needs more time to explore the California situation along with other state units having similar problems, and that a deliberate thrust on the part of ASCD and California was needed to fashion a new relationship. Dr. Davis also stated it was important that the Board understands that no affiliation exists at the present time with California.

Dr. Loving pointed out that ASCD is having their Annual Conference in Anaheim in 1974 and that the situation in California will have to be faced or the Association may find it necessary to shift conference plans because ASCD depends rather extensively on the local unit to help with the conference planning.

**Formal Membership in AAAE**

Dr. Prymier presented some of the background surrounding the formation of the new Alliance, and indicated that many affiliated organizations of the NEA have experienced a change in their relationship with the NEA. Following the Constitutional Convention, in which the proposed revision on the NEA Constitution came forth, it became apparent that it would be impossible for any of the existing affiliated organizations, such as NCTM, AAHPER, etc., to remain as affiliated group with the NEA. There are many reasons for this feeling, but the basic reason is that every member of an affiliated organization would have to become a member of the NEA. In other words, the NEA would dictate a precondition of our own membership group. This Constitution revision will take two years to be processed by the NEA for final adoption.

During the past year and a half, members from each of the 25 affiliated organizations have met on a few occasions. This past December, the group met in Fredericksburg, Virginia and formally founded a new organization called "Alliance of Associations for the Advancement of Education (AAAE). This is an 'organization of organizations,' the basic purpose of which is the improvement of instruction. The group met in January to try to lay out a course of
action for the Alliance. Annual dues for each organization were established at $200 with an annual budget of $5,000. The 25 affiliated organizations are all members of the NEA, with the exception of one, and a number of other organizations have already petitioned to join the Alliance.

MOVED by Dr. Frymier that the Board of Directors ratify ASCD's membership in the Alliance for the Advancement of Education (AAAE).
SECONDED by Frederick Haas of Pennsylvania. MOTION CARRIED.

New Jersey

Mr. Robert Ward of Trenton, New Jersey presented to the Board a situation which has developed within the New Jersey state unit which is of considerable concern to him. Very briefly the two concerns are 1) was the democratic process being fulfilled, and 2) is there a question of purposeful and major exclusion of ethnic group participation. As a result of this presentation, the following motion was made:

MOVED by Mr. Ward of New Jersey that the national office of ASCD commit some people, time, and resources to look into the sequence of events, establish the facts, and report back to the Board of Directors.
SECONDED by Dr. Ponder. MOTION CARRIED.

Some members questioned whether this was an appropriate action for the Board of Directors. Dr. Norris indicated that there was nothing in the ASCD Constitution that would negate action on the part of the Board to carry out the action as requested by Mr. Ward. However, there was general agreement that the situation should be kept at the informal level.

As a result of the discussion concerning the New Jersey situation, Dr. Della-Dora introduced the following motion:

MOVED by Dr. Della-Dora that the Executive Council be directed to gather information from affiliated units, namely a report concerning:

1) Racial and ethnic composition of the
   a) general membership of the unit
   b) membership of the unit's Board of Directors
   c) unit's representatives to the national ASCD

2) activities in which the unit is engaged to promote affirmative action policies and practices for appropriate involvement of racial and ethnic minorities.
Further, that these data be reported in writing to the ASCD Board of Directors on or before the time of the next Annual Conference.
SECONDED by Mrs. Fields. MOTION CARRIED.

In states where 'Human Relations Commissions' exist which would prevent inquiry about race, religion, or national origin, this fact should simply be reported to the Executive Council.

**Airlie House Program Presentation**

Dr. Wilhelms opened the presentation by stating that in the past ASCD has always devised programs to fit what the focus was and never will there be one kind of program that will suit everyone. During the last few years, ASCD has been moving away from the CCC concept of program organization and has shifted over to ad hoc groups. He indicated they have tried to devise a program that will get quickness of action, new ways of catching a greater degree of frontierness, and ways of serving the immediate needs of our membership.

Dr. Ebersole presented the logistics of the whole new program idea and appealed to the Board to make a personal contribution in helping to accomplish the kinds of things that will make a difference in the profession. The four major groups were identified as Curriculum Workers and Supervisors, University/College Higher Education, School Administrators, and Parent/Community Involvement. Each member of the Board was requested to select one of the major interest areas he'd prefer to work in and this could or could not be the area of his involvement at home. The Council members who would be working with the four different groups were identified as follows:

- **Curriculum Workers**
  - Glenys Unruh, Chairman
  - O.L. Davis
  - Benjamin Ebersole
  - Frances Link
  - Clark Dobson - staff

- **University/College Higher Education**
  - Edward Ponder, Chairman
  - Audrey Norris
  - Robert Leeper - staff

- **School Administrators**
  - Jeff West, Chairman
  - Delmo Della-Dora
  - Fred Wilhelms - staff

- **Parent/Community Involvement**
  - Minnie Fields, Chairman
  - John Greene
  - Ronald Stodghill - staff

Dr. Ebersole suggested that each group or sub-group might want to include in their deliberations during the remainder of the Conference persons who are attending the Conference but who are not members of the Board of Directors. A written report should be submitted at the final meeting of the Board of Directors on Wednesday which should include a clear statement of the issues of concern, action to be taken, who might take the action, and how much it will cost. The groups are ad hoc committees only for the duration of the Conference. After each subcommittee has prepared its report, the Airlie House
Emergency Task Force committees will go out of existence, and it will then become the responsibility of the Executive Council to take the materials and ideas generated from this Conference and work them into a high, paramount program for ASCD for 1972-73.

Dr. Ebersole stated that all the materials from the committees and subcommittees would be gathered and put together for circulation to the Board and to those people who have been identified with the program. The program proposals would be mailed to the Executive Council before May 1, and then by the first of July the Council would hope to have in final form a statement which will be the program of the various groups, state units, and ad hoc groups for 1972-73 - and should correspond with the fiscal year.

Membership Drive Report

Mrs. Glenys Unruh reported on the membership drive to date, and suggested that the Board be divided into groups in terms of geographic teams. Each team would organize their own individual campaign for obtaining five new members apiece - hopefully ten - as suggested by Dr. Foster earlier. Each region will have a chairman who is either a current member of the Executive Council or a member who is just leaving the Council, and each member of the Board will act as a sub-chairman. The suggested geographic teams and chairmen are as follows:

- **O. L. Davis**, chairman
  - Texas
  - Arizona
  - Colorado
  - New Mexico

- **Benjamin Ebersole**, chairman
  - Maryland
  - Delaware
  - District of Columbia

- **Minnie Fields**, chairman
  - Florida
  - Georgia
  - South Carolina

- **Richard Foster**, chairman
  - California
  - Hawaii
  - Nevada
  - Utah

- **Jack Frymier and Frances Link**, co-chairmen
  - Ohio
  - Pennsylvania
  - Kentucky

- **John Greene**, chairman
  - Alabama
  - Arkansas
  - Oklahoma

- **Alvin Loving**, chairman
  - Michigan
  - Minnesota
  - North Dakota
  - South Dakota

- **John Michaelis and Delmo Della-Dora**, co-chairmen
  - Idaho
  - Montana
  - Oregon
  - Washington

- **Audrey Norris**, chairman
  - New England
  - Massachusetts

- **Edward Ponder**, chairman
  - New York
  - New Jersey
A specially developed membership form will be made available at the last meeting of the Board, and at a later date a sample letter will be sent to each regional chairman which can be duplicated on the state unit's stationery and sent to persons inviting them to join ASCD. The President of each affiliated state unit will be supplied with a list of the persons in his state who belong to the national ASCD. The form for newly recruited members may be returned to the chairman of the appropriate team or returned directly to Mr. Dobson in the Washington office. However, each team chairman will need to know the names of the persons that have been recruited within a unit, and Mrs. Unruh suggested the chairmen be provided with these names.

Presentation of Proposed Budget for 1972-73

Dr. Wilhelms presented the proposed budget for 1972-73 and stated the figures were developed on the hypothesis that the Association would start the new fiscal year with a 'zero deficit' balance. The Board was being asked to approve the figures 'in principle,' and between now and July the budget will be elaborated on, refined, and submitted to the Board for a mail vote in July. The figures would not be modified beyond five per cent, but Dr. Wilhelms suggested there is a need for greater latitude. The budget is as follows:
### ASCD Proposed Budget 1972-73

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Proposed Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>$312,000.</td>
</tr>
<tr>
<td>Publications</td>
<td>219,000.</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>194,000.</td>
</tr>
<tr>
<td>Institutes &amp; Small Conferences</td>
<td>30,000.</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>14,000.</td>
</tr>
<tr>
<td>Investment Income</td>
<td>6,000.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$775,000.</td>
</tr>
<tr>
<td><strong>Disbursements</strong></td>
<td></td>
</tr>
<tr>
<td>Publications Production</td>
<td>$160,000.</td>
</tr>
<tr>
<td>Publication Handling</td>
<td>27,000.</td>
</tr>
<tr>
<td>Promotion of Publications and Membership</td>
<td>24,000.</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>63,000.</td>
</tr>
<tr>
<td>Institutes &amp; Small Conferences</td>
<td>30,000.</td>
</tr>
<tr>
<td>Association Committees &amp; Meetings</td>
<td>38,800.</td>
</tr>
<tr>
<td>Program Development</td>
<td>45,700.</td>
</tr>
<tr>
<td>Field Services</td>
<td>6,000.</td>
</tr>
<tr>
<td>Salaries &amp; Related Expenses</td>
<td>290,000.</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>73,000.</td>
</tr>
<tr>
<td>Equipment</td>
<td>3,000.</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,000.</td>
</tr>
<tr>
<td>Projects &amp; Special Program</td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>---</td>
</tr>
<tr>
<td>Building Fund</td>
<td>---</td>
</tr>
<tr>
<td>Debt Reduction &amp; Interest</td>
<td>12,500.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$775,000.</td>
</tr>
</tbody>
</table>

MOVED by Dr. Foster to accept the proposed budget for 1972-73 for submission to the Board of Directors in July for a mail vote. SECONDED by Robert Chasnoff of New Jersey. MOTION CARRIED.

Dr. Atkins pointed out this is an austerity budget and that he preferred to be ultra-conservative on estimating income. However, when the final budget is mailed in July to be voted upon, if some of the ideas go according to plan, then the Board will find an increase in some of the categories.
FURTHER MOVED by James House of Michigan to amend the original motion on the proposed budget for 1972-73 by requesting the Executive Council to review the budget at an appropriate date to determine the feasibility of increasing staff salaries if income is higher than expected as proposed in the 1972-73 budget. SECONDED by Annabelle Allen of Connecticut. MOTION AS AMENDED CARRIED.

Nominating Committee for National Election (1973 Ballot)

Dr. Ebersole announced the names of the persons selected for the Nominating Committee for 1972-73 as follows:

- Ruth C. Roberts, Chairman, Albuquerque, New Mexico
- Betty Livengood, Keyser, West Virginia
- Robert Alfonso, Kent, Ohio
- Phil C. Robinson, Detroit, Michigan
- Carrie B. Dawson, Gary, Indiana
- Frederick A. Rodgers, Urbana, Illinois
- Helen James, Carmichael, California
- Richard H. Stewart, Fort Myers, Florida
- Dwight Teel, Milwaukee, Wisconsin

Election of Board Members to Selection Committee for 1973-74

MOVED by Dr. Ebersole for the nomination of three persons from the Board of Directors who will serve on the Selection Committee for the 1973-74 election, along with the three persons selected by the Executive Council. SECONDED by Dr. Davis. MOTION CARRIED.

The following persons were nominated:

- Robert Chasnooff of Union, New Jersey was nominated by Dr. Davis. Dr. Chasnooff teaches at Newark State College and has been working with a number of school systems through the State.

- Suzie W. Wheeler of Cartersville, Georgia was nominated by Dr. Ponder. Mrs. Wheeler is a director in the Georgia schools and has been on the Board of Directors for three years.
Arthur L. Costa of Sacramento, California was nominated by Dr. Foster. Dr. Costa is a Professor of Education at Sacramento State College.

Mary Kate Huser of Bloomington, Illinois was nominated by Dr. Carroll. Dr. Huser is Professor of Education at Illinois State University at Normal, and works very closely with the teacher education projects.

William B. Brewster of Central Point, Oregon was nominated by Dr. Gengler. Dr. Brewster is curriculum director at Central Point; has been on the Board of Directors for three years; and is past president of Oregon ASCD.

Louise M. Berman of Hyattsville, Maryland was nominated by Dr. Ernst. Dr. Berman is Professor of Education at the University of Maryland, and was formerly an Associate Secretary at the national ASCD office.

Dr. Frymier announced the results of the election as follows:

Dr. Louise M. Berman
Dr. William B. Brewster
Mrs. Suzie W. Wheeler

Organization of Fund Raising Drive for ASCD Headquarters at Reston

Dr. Foster suggested that members of the Board of Directors be given an opportunity to loan to the Association $2,500 individually at an interest rate of 6 per cent, if this could be a tax deductible item. He further suggested that persons whose salary is over $25,000 might loan the money at an interest rate of 4-1/2 per cent. Another suggestion was securing finances through bonds ($500).

MOVED by Dr. Davis that the Executive Council organize and implement a plan for raising funds for an ASCD headquarters building at Reston.
SECONDED by Dr. Norris. MOTION CARRIED.

Helen James questioned whether the Executive Council was going to do the actual organization. Dr. Davis replied that it was the intent of the motion that the Executive Council would appoint a committee to carry out the task.

Dr. Loving suggested identifying people for this committee - people who already have expertise in this area.

MOVED by Mrs. Fields that concurrent with the 1972-73 committee appointed to plan ways to finance the ASCD headquarters at Reston, a committee be appointed to work during 1972-73 to develop education specifications for the said headquarters building.
Other Board Concerns

Dr. Leslee Bishop of Athens, Georgia suggested a number of ways that planning for ASCD's national conference might be improved and suggested the following motion:

MOVED by Dr. Bishop that we develop a series of guidelines which would be given to the Planning Committee for their use and later reviewed by the Executive Council as they review and develop programs at a later time.

MOVED by Dr. Foster to table the above motion. SECONDED by Dr. Loving.

After considerable discussion of his suggested guidelines, Dr. Bishop then withdrew his original motion.

MOVED by Dr. Loving that the following motion - as presented at the Annual Business Meeting on Tuesday, March 7, 1972 - be passed on to the Executive Council for consideration and then reported back to the Board of Directors next year:

"This motion is made with no desire to fragment but to cause the tribe to increase. It is made only after discussion with Executive officers, Council members, and Resolutions Committee;

Since it is impossible to efficiently organize and execute such a large meeting (as Chicago, St. Louis, Philadelphia, and others have shown);

Since we should demonstrate not only by words but by action the kind of organization we are;

Since the ASCD principles and philosophies need wider dissemination and application at the local level;

Since some state organizations need strengthening;

Since sometimes the national ASCD has been dominated by a few states or a few individuals;

Since there is an increasing movement away from the national ASCD;

And since there is a growing sentiment to organize regionals (a Southern States was organized yesterday);
I MOVE that the membership be polled concerning making the ASCD Annual Conference (if it must meet), a representative assembly and place major emphasis on regional meetings and organizations. This could take the form of opening regional offices. Their budgets might be built on their membership. The Minneapolis Conference could be well used to begin or complete such re-organization.

R. D. McGee
Coker College
Hartsville, South Carolina 29550

Request for Review of Criteria for Affiliation with ASCD

Dr. Joan Kerelejza, President of New England ASCD, stated it was her understanding that in order for a state unit to apply for direct affiliation with the national organization, 50 members were needed. However, according to the table 'Range of Affiliate Membership' distributed to the Board, there are nine affiliates with fewer than 50 members.

MOVED by Dr. Kerelejza that the Executive Council review the criteria for direct state affiliation with the national ASCD in relation to the total number of national members.
SECONDED by Dr. Ponder. MOTION CARRIED.

Dr. Atkins expressed his very deep appreciation of the understanding by the Board of his limited participation, caused by his recent accident, at the Annual Conference.

Dr. Prymier closed the Board of Directors meeting on Wednesday, March 8 by wishing everyone a good year, and that he was looking forward to meeting with them during the next year.