ASCD BOARD OF DIRECTORS MEETING

March 19 and 22, 1982

Embassy Room West
(above shops and restaurants)                                 Disneyland Hotel
Anaheim, California

AGENDA

FRIDAY, March 19, 1982

7:15 a.m. - 9:00 a.m. Registration for only those Board members who have pre-registered by mail

7:45 a.m. Embassy Room East: briefing of new Board members by President Elect O. L. Davis, Jr. (Coffee and rolls will be served)

* * *

9:00 a.m. Board of Directors meeting convenes

Lucille G. Jordan, Presiding

1. Introduction - President's remarks

Conference overview

Approval of previous minutes

2. Board election results: announcement of persons elected to Executive Council from national and board elections, new members of the Board of Directors and President Elect

Attachment M
3. Report on action taken to follow up on 1981 resolutions

4. Initial report of Resolutions Committee (Hunkins)

5. Action on recommendation of Executive Council regarding Executive Director's contract

6. Receive Review Council report (Hosford)

7. Appoint three-person nominating committee to recommend slate for three vacancies on ASCD Leadership Foundation Fund

8. Program development activity report (Long)
   - Review NCSI schedule proposed for 1982-83
   - Report on doctoral dissertation awards and NCSI outstanding consultant awards
   - Report on Research Information Service (Schaub)

9. Review of ASCD policy on awards

10. Budgetary matters
    - Report on Membership and Marketing Committee (Linebarger)
    - Review FY '81 auditor's report
    - Review FY '82 budget execution
    - Report of Budget Subcommittee (Rankin)
    - Action on preliminary estimate of FY '83
    - Action on recommendation to continue with Singleton and Ribis as ASCD auditors for FY '82
11. Report of ASCD Election Procedures Committee (Hughes)  
Attachment F

12. Preliminary report of Constitutional Review Committee (Hanes)  
Attachment E

Noon – 1:30 p.m. Lunch Break

1:30 – 5:30 p.m. Board meeting continues

13. Roundtable discussion of Constitutional Review Committee recommendations and election procedures

14. Report on publications program (Brandt) AR 23

15. Report on affiliated unit activity (Ratliff) AR 46
   - Discussion on formation of international unit in Germany (Day)
   - Action on Germany request to affiliate Attachment G

16. Progress report on ASCD Leadership Foundation Fund – fund raising activities and policy issues (Frost)

17. Announce the Selection Committee for the Nominating Committee for the 1983 Board Election Attachment K

18. Elicit nominations for six persons and conduct ballot vote to elect three persons from the Board for the Selection Committee to appoint the Nominating Committee for the 1983 National Election Attachment L

19. Discussion of Review Council report Attachment C

20. Review plans and solicit suggestions for process of updating long-range planning for ASCD

MONDAY, March 22, 1982

3:30 – 4:30 p.m. Convention Center, Anaheim Room  
(immediately following the Business Meeting)
1. **Action** on report of Selection Committee to name the 1982 Nominating Committee

2. Report on ASCD Leadership Foundation Fund (Frost)

3. **Vote** on slate prepared by Nominating Committee for ASCD Leadership Foundation Fund

4. Introduction of Robert Lykins, representing Germany ASCD affiliated unit
Memorandum

To:    Board of Directors
       Executive Council
       Review Council

From:  Gordon Cawelti
       Executive Director

Date:  May 11, 1982

Enclosed are the minutes of the Executive Council and Board of Directors meetings in Anaheim. We hope they reflect the intent of your deliberations and appreciate your important contributions to ASCD governance.

The Executive Council will review our final budget proposals and authorize transmittal of the FY '83 budget to you for approval in August.

We are looking forward to hosting incoming state presidents here in Alexandria on May 13-15. We plan to show them our "environs" as well as orient them to their upcoming responsibilities.

GC:af
Enclosures

PLEASE NOTE: The attachments and Annual Report pages referred to in these minutes were mailed to you prior to the Anaheim conference. The appendix items are enclosed with the minutes.

1982-83 Officers: O.L. DAVIS, JR., Professor of Curriculum and Instruction, The University of Texas at Austin, President • LUCILLE JORDAN, Associate State Superintendent of Georgia Schools, Atlanta, Georgia, Immediate Past President • LAWRENCE S. FINKEL, Executive Director, Institute for Curriculum Development, Debby Ferry, New York, President-Elect • GORDON CAWELTI, Executive Director; RONALD S. BRANDT, Executive Editor; RUTH LONG and ROOSEVELT RATLIFF, Associate Directors; KATHY L. SCHAEFF, Assistant Director.
Minutes of the Meeting of the Board of Directors

March 19 and 22, 1982
Disneyland Hotel
Anaheim, California
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Board of Directors

Anaheim, California
March 19 and 22, 1982

Disneyland Hotel
Embassy Room West

TABLE OF CONTENTS

Conference Overview................................................................. 1
Approval of Previous Minutes...................................................... 2
Election Results............................................................................ 2
1981 Resolutions Implementation Report.......................................... 2
Initial Report of the Resolutions Committee........................................ 3
Publications Program Report.......................................................... 3
Leadership Foundation Nominating Committee Named............................ 4
Program Development Report........................................................ 4
National Curriculum Study Institutes............................................... 4
1982 NCSI Outstanding Consultant Awards...................................... 4
1982 Doctoral Dissertation Awards.................................................. 5
ASCD Policy on Awards................................................................... 5
Research Information Service.......................................................... 6
Review Council Report.................................................................... 6
Report of the Evaluation Committee.................................................. 7
Report of the Membership and Marketing Committee........................... 7
FY '81 Auditor's Report................................................................... 8
FY '83 Preliminary Budget Proposal..................................................... 8
Budget Subcommittee Report........................................................... 9
Approval of Auditors...................................................................... 9
Constitutional Review Committee Report............................................. 10
Conference Evaluation Committee Report.......................................... 11
ASCD Election Procedures Committee Report...................................... 11
Selection Committee to Appoint Nominating Committee for the 1983 Board Election........................................................ 12
ASCD Leadership Foundation Fund..................................................... 12
Affiliated Unit Report...................................................................... 13
New ASCD Germany North Affiliate.................................................. 13
Selection Committee to Appoint Nominating Committee for the 1983 National Election........................................................... 14
Discussion on Review Council Report and Discussion Guide....................... 14
Arizona and Iowa Present Artwork..................................................... 15
Regular Board Meeting Closed.......................................................... 15
Report of the Selection Committee to Select the Nominating Committee for the 1983 National Election.................................................. 16
Table of Contents
Page Two

ASCD Leadership Foundation Fund Board
of Trustees Slate.............................................. 16
Constitution Review Committee Followup
  Report.......................................................... 17
Adjournment..................................................... 18
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Board of Directors

Anaheim, California
March 19 and 22, 1982

Disneyland Hotel
Embassy Room West

Presiding: Lucille G. Jordan, President

* * *

The meeting of the Board of Directors was called to order by President Lucille G. Jordan at 9:00 a.m. on Friday, March 19, 1982. Delmo Della-Dora served as parliamentarian. In addition to the members of the Board of Directors, the following were also present:

Members of the Executive Council: Barbara Day (NC), immediate past president; O. L. Davis, Jr. (TX), president-elect; Arthur Costa (CA); Gwyn Brownlee (TX); Stuart Rankin (MI); Raymond Hendee (IL); Alice Houston (OK); Carolyn Hughes (OH); Phil Robinson (MI); Maizie Solem (SD); Ronald Stooghill (MO); Bob Taylor (CO); and ASCD staff: Gordon Cawelti, Executive Director; Ronald Brandt, Executive Editor; John Bralove, Business Manager; Ruth Long and Roosevelt Ratliff, Associate Directors; Kathy Schaub, Assistant Director; Barbara Marentette, ASCD Leadership Foundation Fund Coordinator; and Anita Fitzpatrick, Recorder.

President Jordan welcomed the Board of Directors to the 1982 Annual Conference. She summarized the year's activities as president of ASCD and said it had been one of the most rewarding of her professional life. She said she had seen many fine examples of excellent leadership throughout the affiliate units and told of the many favorable comments from representatives of other associations regarding the high quality of ASCD publications and videotapes, NCSIs and other services available through ASCD.

Conference Overview

President Jordan reviewed the conference format and program contents, saying she hoped this conference would assist attendees in
determining the skills and strategies in leadership that will help prepare young people who will have leadership roles in the years ahead. She also stressed the need for leadership in influencing the public and politicians who appropriate funds for educating our students, the necessity for developing the skills to communicate with other cultures, and the desirability of bringing a global perspective to educators' decisions about curriculum.

Approval of Previous Minutes

President Jordan declared the minutes of the last meeting approved as printed.

Election Results

The results of the 1981 National and Board Elections were announced:

- **National**

  President-Elect: Lawrence S. Finkel (NY)

  Executive Council Member (3-year term): Sidney H. Estes (GA)

  Members at Large (4-year term): Lois Harrison-Jones (VA)  
  K. Jessie Kobayashi (CA)  
  Elizabeth R. Lane (TN)  
  Marian Leibowitz (NJ)  
  Ann Converse Shelly (WV)

- **Board**

  Executive Council Members (3-year term): Francis P. Hunkins (WA)  
  Luther L. Kiser (IA)  
  Nelson (Pete) Quinby (CT)

  Review Council Member (5-year term): Gerald R. Firth (GA)

1981 Resolutions Implementation Report

Mr. Cawelti called the attention of the board to the 1981 Resolutions Implementation Report (attachment B of the attachments mailed to board members prior to the conference). Follow-up activity was discussed and Pat Conran (IL) asked about the status of Resolution 12, Legal Ramifications of Moral Educational Practices. Mr. Brandt responded that he had asked the author of the resolution to submit a manuscript on this subject and to date the manuscript had not been received.

Mr. Cawelti said that Resolution 10, Opposing Tuition Tax Credits, had elicited a number of responses expressing opposition by private and parochial school representatives. They expressed their feeling that this was a political issue and that ASCD should not engage in
political activity as an association. They went on to say that they felt this resolution expressed disdain and lack of concern on the part of ASCD for private schools. Mr. Cawelti responded to each letter, forwarded the letters and responses to Francis Hunkins, chair of the Resolutions Committee, and had kept President Jordan informed. He went on to say that his analysis of the current attitude in Washington, DC, is that although it is on the Reagan agenda, it probably will not pass because of budget and constitutional considerations.

Initial Report of the Resolutions Committee

Francis Hunkins (WA), chair of the Resolutions Committee, introduced committee members Dwayne Colvin (OK), Mattie Crossley (TN), James Leary (MI), JoAnne Martin Reynolds (OH), Lillian Ramos (PR), and Loren Sanchez (CA). He presented the committee report (attachment J) to the board, saying that the group met in January in Oklahoma City to prepare the resolutions submitted here. Mr. Hunkins reminded the group of the open hearing on resolutions to be held at the conference and urged their attendance. President Jordan thanked Mr. Hunkins and the Resolutions Committee for their hard work and the resulting report.

Publications Program Report

Mr. Brandt referred to the Publications Program Report found on page 23 of the Annual Report and offered to answer any questions. Commenting on the list of themes for Educational Leadership in 1982-83 he urged board members to encourage educators in their states to submit manuscripts for consideration. In connection with a chart showing the composition of authors of Educational Leadership, he pointed out there were fewer minority authors in 1981-82 than in previous years, but said he will continue to seek balanced representation as much as possible.

Asked about the relationship between quality of media and sales, Mr. Brandt said acceptance is apparently not directly related to technical sophistication. He mentioned that many of the respondents to a recent follow-up survey sent to purchasers of the filmstrip kit "Improving School Climate" reported they had not used the kit as intended. He said the results seem to illustrate the difficulty of designing effective staff development materials.

Marcia Knoll (NY) said she was pleased with the calibre and usefulness of ASCD publications. Board members responded with applause.
Leadership Foundation Nominating Committee Named

President Jordan appointed a three-person nominating committee to recommend the slate for three vacancies on the ASCD Leadership Foundation Fund Board of Trustees: Helen Wallace (CA); Ray Hendee (IL); and Mattie Crossley (TN).

Program Development Report

Ms. Long reported on the five projects funded in 1981-82 by the Executive Council in October 1981: (1) ASCD Educational Technology Project; (2) Curriculum Theory Development Committee; (3) Project on Censorship and the Curriculum; (4) Secondary School Network on Redefining General Education; and (5) Women's Leadership Project. These reports are presented in detail on pages 37-41 of the Annual Report mailed to the board prior to the conference.

Ms. Long urged board members to contact her or one of the officers to indicate an interest if they would be willing to serve on a committee or be involved in a particular project. Bill Cuff (NJ) suggested that each board member be provided with a card which requests specific areas of interest and President Jordan said the suggestion was well taken since it has been difficult with such a large membership to know who is interested in serving and in what capacity.

National Curriculum Study Institutes (NCSI)

Discussion of the 1981-82 National Curriculum Study Institutes included comments about site determination, tailoring NCSI programs to meet the needs of a specific group extending an invitation, and means of reducing costs of NCSIs. Pat Conran (IL) said that the Illinois ASCD discussed replacing their fall conference with an NCSI as a means of optimizing attendance and eliminating some expense. Ms. Long said she would welcome any suggestions that would contribute to reduced costs of NCSIs, convenient locations, high attendance and topics of interest to the participants.

Ms. Long presented the tentative 1982-83 NCSI series, asking the board to review the topics to see that they included their areas of interest. She pointed out that there were open dates in which to add new topics and said the final schedule would be completed based on the suggestions and comments of the board. (Appendix I reflects the revision of the schedule which is now being planned.)

1982 NCSI Outstanding Consultant Awards

The following NCSI consultants received Outstanding Consultant Awards for receiving evaluation scores of 4.7 on a 5-point scale for three or more NCSIs in one year: Rita Dunn (St. John's University, Jamaica, New York); Bruce Joyce (Booksend Laboratory, Palo Alto, California); Marian Leibowitz (Assistant Superintendent of Schools, Teaneck, New Jersey); and Blaine Worthen (Professor of Psychology, Utah State University).
The evaluations are completed by NCSI participants at the close of each institute.

1982 Doctoral Dissertation Awards

At the Anaheim conference ASCD will award the two dissertations which have done the most to advance knowledge and understanding of instructional improvement during the past year in the fields of curriculum and supervision/leader behavior. The dissertation abstracts were submitted to six-member referee panels consisting of professors of curriculum, professors of supervision, and practitioners, and this year awards were made to:

Joanne Anania (University of Chicago) for The Effects of Quality of Instruction on the Cognitive and Affective Learning of Students; and

Barbara Clinton (University of Georgia) for Development and Validation of an Instrument to Assess Problem Identification Skills of Instructional Supervisors.

The recipients of the awards receive a free trip to the conference where they present papers on their dissertations, and a year's complimentary membership in ASCD. Finalists receive a certificate of recognition.

ASCD Policy on Awards

The current policy on Recognition Awards, ASCD Policies Handbook, page 4, reads:

"ASCD should not become involved in granting awards to individuals, school systems, curriculum projects, or other educational personnel or practices."

A recommendation to change this to read as follows has been made:

"Any awards given by ASCD shall be consistent with basic association purposes and shall be authorized by the Executive Council."

Discussion followed regarding the pros and cons of presenting awards, how the total membership is or is not benefitted by this practice, and the means by which ASCD should acknowledge excellence in its field.

Richard Williams (MD) MOVED that the Board of Directors proceed with the change in policy. Ed Bourque (CT) SECONDED. MOTION
CARRIED after the following actions:

William Cuff (NJ) MOVED to table the previous motion until the next meeting of this body. MOTION SECONDED but DEFEATED;

and

It was MOVED and SECONDED to close the debate. Hand vote resulted in closing the debate. MOTION CARRIED.

It was recommended that President Jordan appoint a committee to come up with a procedure with regard to the awards process and she agreed that this would be done. It was mentioned that some of the affiliate units have guidelines for awards and President Jordan asked that they be sent to Mr. Cawelti.

Research Information Service (RIS)

Ms. Schaub reviewed the activities of the two-year old Research Information Service (page 45 of the Annual Report) in detail. She said that membership use of RIS has increased and that 75% of the inquiries have been from ASCD members, although no patterns of specific interests have emerged. Some of the features of RIS are the Research Synthesis in Educational Leadership, Curriculum Updates included in Update, and the Learning From Research column in Update.

Review Council Report

Phil Hosford (NM) presented the report of the Review Council (Appendix 2) to the Board of Directors for Charles Kingston (OR) who chaired the group and could not attend the conference. Other members of the Review Council are Delmo Della-Dora (CA), Elizabeth Randolph (NC), and Glenys Unruh (MO).

Mr. Hosford said that the Review council felt that its role is one of facilitating the self-assessment of the association. He reviewed the responses to recommendations made by the Review Council last year, and then summarized the year's activities of the group: (1) continuation of open hearings at the annual conference with information obtained compiled, analyzed and forwarded with recommendations to the appropriate office; (2) October, 1981, meeting to address the tasks of the Review Council; (3) review of the recommendations of the Constitution Revision Committee (attachment E) regarding the continuing role of the Review Council; (4) review of the Policies Handbook; (5) a means of assessing the extent to which ASCD is carrying out its constitutional purposes; (6) data gathering, compilation and analysis with regard to some of the association's purposes (see pages 1-2 of the Review Council
report); (7) development of surveys to be mailed to NCSI participants, the Board of Directors, affiliate units, and the membership at large by means of the Update; and (8) continued compilation and analysis of data received from the membership.

The report contained several recommendations with regard to the year's activities and these are submitted in detail in the report. Primarily, the Review Council plans to have the association review its constitutional goals over a three-year period, focusing on two or three of the goals each year. In addition, an analysis of annual conference programs and the ASCD Policies Handbook were reviewed to determine the extent to which the selected goals are reflected in program and policies.

President Jordan thanked the Review Council for its report and the hard work that went into it over the past year.

Report of the Evaluation Committee

Ms. Day (NC) presented the report of the Evaluation Committee, which is composed of the current president, immediate past president (who acts as chair), and the president-elect. This group meets semi-annually to evaluate the work of the Executive Director, and this evaluation is particularly important this year because of the pending three-year contract renewal. Ms. Day said that the Board of Directors had been surveyed with the results showing that Mr. Cawelti had been doing an exceptional job as Executive Director, and that the Executive Council had extended another three-year contract to Mr. Cawelti with a 7% increase in salary this year and subsequent negotiated increases.

Ms. Day MOVED to extend the Executive Director's contract for a three-year term with the provision that his salary of $71,185 would be increased 7% this year, and increases the two subsequent years negotiated between the Executive Director and the Executive Council. Ed Bourque (CT) SECONDED. MOTION CARRIED.

Ms. Day then announced that Mr. Cawelti had been awarded the title of Distinguished Professor by the AASA National Academy for School Executives in recognition of his outstanding contribution to the development of educational leadership through his participation in their inservice programs.

Report of the Membership and Marketing Committee

The Membership and Marketing Committee, composed of Dale Linebarger (WA), chair, Milton Kimpson (SC), and Bob Sigmon (VA), presented their report (attachment A of the attachments mailed prior to the annual conference) to the Board of Directors. This committee was charged with investigating the past, present and projected
relationship of membership and marketing to the long-range budget plan and reporting back to the board. They met with John Bralove, ASCD Business Manager, and J. Scott McBride of Marketing General Incorporated, ASCD's marketing consultant.

The results of the committee's study and analysis can be found in detail on page two of attachment A. The committee emphasized that membership growth is essential to the economic health of the organization, and that direct mail marketing and the practices which are and have been followed are the key ingredients in that growth. The committee also stated that the continuation and improvement of ASCD products and services depends upon the amount of dues, the number of members, and other income-producing products and services.

As the recommendations on page 2 of attachment A were discussed, Dick Williams (MD) expressed his concern about the current wording of number 3 regarding management. President Jordan expressed her hope that the wording would be changed to give the perception of supervision as a helping relationship rather than just a management phase.

Bob Sigmon (VA) MOVED approval of the seven recommendations of the Membership and Marketing Committee. Larry Kelly (AZ) SECONDED. MOTION CARRIED.

Mr. Cawelti thanked the Membership and Marketing Committee for their detailed and concise report, saying that the discussion had pointed up that ASCD's diverse membership contributes to its high attrition rate. He said if the membership were more narrowly identified, the dropout rate could be reduced, but this is not desirable in light of the open membership policy.

**FY '81 Auditor's Report**

Mr. Cawelti reviewed the financial activity of the association in FY '81 (Annual Report pages 3-13), noting the reestablishment of the reserve fund as the result of increased publication and videotape sales, as well as membership. He said that the sale of the Reston property helped pay off an existing note and provided $100,000 to invest in the money market fund. Assets, liabilities and fund balances were reviewed in detail, as were income and expenses by department.

Mr. Cawelti said that Mr. Bralove, ASCD Business Manager, monitors the cash flow daily and will continue to make investments in the future.

**FY '83 Preliminary Budget Proposal**

Mr. Cawelti referred the board to the FY '83 preliminary budget
proposal (Annual Report pages 17-22), saying that this budget had
been mailed to the Board of Directors in August for approval and
comment. He pointed out that this 1983 budget assumes ASCD can
continue a modest increase in membership, that it requires endorse-
ment by the board of a modest increase in annual conference regis-
tration fees ($10 for members and non-members, and $5 for students
and spouse), a 7% salary increase for employees, and anticipates
increased videotape production sales. Mr. Cawelti said that cost
containment has been possible because ASCD is purchasing its own
building rather than renting, and is using its in-house computer
for payroll, membership records and conference registration, with
additional applications planned in the publications process.

George Woons (MI) said he objected to the 7% salary increase because
of the disparities in salaries over the years. Mr. Cawelti said he
had recommended incremental increases twice in the recent past but
that both times his recommendation had been rejected by the Execu-
tive Council. After further discussion,

Mr. Rankin (MI) MOVED acceptance of the
FY '83 preliminary budget proposal. Lu
Kiser (IA) SECONDED and the MOTION
CARRIED.

Budget Subcommittee Report

President Jordan appointed Executive Council members Carolyn Hughes
(OH), chair, Stu Rankin (MI), and Phil Robinson (MI) to the Budget
Subcommittee with John Bralove of ASCD to provide staff assistance,
at the June, 1981, Executive Council meeting. Their charge was to
develop a more efficient means of presenting the budget to the
Board of Directors at the annual conference. The initial report
(Annual Report page 16) was revised and presented by Mr. Rankin
(appendix 3) for discussion. He said the report details how the
budget development process is designed to provide opportunities
for suggestions, to reflect the priorities of the organization, to
require fiscal responsibility, to allow flexibility, to ensure
adequate review, and to foster communication to the members.

President Jordan thanked the Budget Subcommittee for their hard
work and report.

Approval of Auditors

Ray Hendee (IL) MOVED to continue to retain
Singleton and Ribis as auditors for the
coming year. Phil Robinson (MI) SECONDED.
MOTION CARRIED.
Constitutional Review Committee Report

The Constitutional Review Committee was appointed at the 1981 annual conference to clarify and deal with four major areas: the purpose of the association; the role of the Board of Directors; the role of the Executive Council; and the role of the Review Council. President Jordan introduced the committee members: Robert Hanes (NC), chair; Delmo Della-Dora (CA); Don Frost (IL); Phil Robinson (MI); Chon LaBrier (NM); and Regina Cain (CA). She said they had spent a great deal of time and effort considering how the constitution could be revised to bring it more in line with what is actually happening within the association.

Because the report (attachment E) was detailed and required careful consideration, the Board of Directors broke into groups for roundtable discussion. Executive Council members and other former officers acted as convenors and a spokesperson was appointed at each table. Each group was asked to take notes and submit their suggestions in writing to Mr. Hanes so that his group could meet at the conference and take into consideration the issues raised and the following actions taken as the result of the roundtable discussion:

Tony Labriola (PA) MOVED that the Board of Directors maintain its policy-making authority and its name as Board of Directors. Don Harkness (NY) SECONDED. MOTION CARRIED.

Ann Shelly (WV) MOVED and Pat Rocklage (MO) SECONDED that the report of the Constitutional Review Committee be referred back to the committee for further study except for Articles II and V regarding name and deletion of power for report in 1983. MOTION CARRIED.

William Cuff (NJ) MOVED and Stu Rankin (MI) SECONDED that the first proposal of the committee to amend the purposes of the organization be approved.

Dale Linebarger (WA) opposed this motion saying the report should be referred back to the committee and when the changes are made, it should be brought back to the Board of Directors, and then taken to the membership for their vote. Carolyn Hughes (OH) reminded the board that the constitution provides for amendment and that just one part could be amended. No action was taken on the motion.

William Cuff (NJ) MOVED to accept the purposes as stated. Stu Rankin (MI) SECONDED. MOTION CARRIED.
In summary, Mr. Cawelti said that these discussions and actions had (1) rejected the idea of removing the policy-making role of the board, (2) accepted certain routine provisions needing member approval, and (3) referred certain points back to the committee for revision and incorporation and the proposed constitutional changes to be sent to members this summer. Any changes will be forwarded to the membership for approval and a two-thirds membership vote will bring about the constitutional change.

Conference Evaluation Committee Report

John Van Hoose (University of South Carolina, Columbia) worked with Mr. Cawelti and Sarah Arlington, Conference Program Coordinator, to prepare the conference evaluation form. Mr. Van Hoose distributed the form, discussed its format and asked that it be completed and dropped into marked boxes located at the conference center or mailed directly to Alexandria.

ASCD Election Procedures Committee Report

Carolyn Hughes (OH) chaired the Election Procedures Committee, on which Jim House (MI), Everette Sams (TN), and Isobel Pfeiffer (OH) served. Ms. Hughes presented the report (appendix 4) which was prepared in response to the assigned task of reviewing and making recommendations to the Executive Council on selection, nomination and election policy procedures.

The Board of Directors discussed the report in roundtable before Ms. Hughes presented it and said that the following statement should be inserted after "Candidacy Affidavit" of the recommended changes:

PROcedures FOR REVIEWING Alleged NON-COMPLIANCE WITH CONDITIONS OF CANDIDACY

If evidence of non-compliance with conditions for candidacy is presented to the officers in writing by November 10, they shall review the evidence, give the candidate an opportunity to respond and take necessary action, including termination of candidacy.

In addition, pages 2 and 5 of ASCD Policies Related to Nominations and Elections should add the following statement to the last paragraph:

"nor may it include any member of this nominating committee."

Ms. Hughes MOVED that the changes recommended
of this committee be approved by this
Board of Directors. SECONDED by Ann
Shelly (WV). MOTION CARRIED.

The question of affiliate unit membership of nominees was raised
and Ms. Day (NC) said that the policy requires the president-elect
and Executive Council members to be members of the affiliate units
but not members-at-large of the Board of Directors.

Ms. Hughes MOVED that this report be
implemented immediately. Bill Thomas
(VA) SECONDED. MOTION CARRIED.

President Jordan thanked the committee for their report and com-
mended them on their efforts.

Selection Committee to Appoint Nominating
Committee for the 1983 Board Election

As the result of the last motion, President Jordan said this board
would need to elect three members of a board selection committee se-
lected from a slate of current Executive Council members to work be-
fore the final meeting on Monday to select a nominating committee
to prepare a slate for the 1983 board election. Following nomi-
inations and written ballot, Arthur Costa (CA), Gwyn Brownlee (TX),
and Bob Taylor (CO) were selected to serve on the selection com-
mittee.

ASCD Leadership Foundation Fund

Ms. Day (NC) reported on initial efforts to solicit funds for the
newly established ASCD Leadership Foundation Fund. These funds
will not be used for any regular operating costs of the associa-
tion, but rather for more "cutting edge" kinds of activities which
will enable ASCD to respond to member needs and issues in the
areas of professional development, policy analysis and improving
curriculum balance and effectiveness of instruction. Barbara
Marentette, a new member of the ASCD staff, will be handling the
fund-raising activities, and Ms. Day introduced her to the board.

The eight-member Board of Trustees has been elected with members
serving a three-year term: Donald Frost (IL), chair; Dorothy Bryant
(IL); Lawrence Finkel (NY); Richard Foster (CA); Elaine Huff (IN);
James Macdonald (NC); Barbara Day (NC), who is immediate past pres-
ident and an automatic member of the Board of Trustees; and
Gordon Cawelti, ASCD Executive Director and ex officio member of
the Board of Trustees. These persons are elected by the Board of
Directors and they are eligible for a maximum of two terms. The
chairperson is elected by the Board of Trustees and must have
served at least one year as a member of the group. Don Frost
spoke to the Board of Directors and urged their participation
in this important new venture.
Joan Kerelejza (CT) presented a check for $100 on behalf of Connecticut ASCD in memory of Gertrude Lawrence, former CASCD president and member of the Board of Directors. President Jordan and Chairman Frost expressed their deep appreciation for this generous gift.

Affiliated Unit Report

ASCD Associate Director Roosevelt Ratliff presented his report on affiliated unit activity (Annual Report page 46), stating that there are now 53 affiliate units, including the District of Columbia, Puerto Rico, and the Virgin Islands. He then introduced several executive secretaries and directors of the affiliate units, saying there are now 23 in all.

The Annual Leadership Training Conference for presidents was held last May at Boys Town (Omaha), and was attended by 39 presidents-elect. This year's meeting will be held in Alexandria to give them an opportunity to visit the headquarters facility and meet the ASCD staff.

Mr. Ratliff reported on the National Legislative Network Committee, which promotes coordination and activity among unit membership on state and federal issues affecting education (Annual Report pages 48-49). He said the group was scheduled to caucus in Anaheim.

Mr. Ratliff said that the affiliate units are surveyed annually (results in detail on Annual Report pages 50-51) to determine the needs of the affiliates, and that one of the more frequent requests involves assistance with membership marketing. He complimented the affiliate units on their well-designed marketing programs and member services which have contributed to unit growth. He also mentioned the successful regional activities carried out by the Eastern Region and the Southeastern Region, and said that the Great Lakes Region has begun a basic framework for future activities.

Mr. Ratliff concluded his report and President Jordan thanked him for providing such comprehensive information.

New ASCD Germany North Affiliate

Ms. Day said she reported with pleasure on a meeting with a group of educators in Wiesbaden, Germany, consisting of 300 potential ASCD members and introduced Robert Lykins, a representative of that group. She said they are willing and enthusiastic and work with children who are part of the Department of Defense Dependents Schools (DoDSDS), adding that German nationals would be encouraged to become involved. They have worked with Mr. Cawelti and Mr. Ratliff to draft a constitution and the Executive Council has recommended that ASCD Germany North be welcomed as an affiliate unit with liaison status.
Ms. Day MOVED that Germany be accepted with liaison status and Everett Sams SECONDED the Motion.

A friendly amendment to the motion suggested the name ASCD Germany. After the following discussion, the MOTION CARRIED:

Changes underway in the constitution will provide for affiliate unit status for ASCD Germany with full voting privileges. With the revised constitution to be mailed in June to the membership for approval, the international units would have one representative on the Board of Directors.

Mr. Lykins said he would report these proceedings to the potential ASCD Germany membership and that he hoped regular membership would be possible soon since overseas educators tend to feel left out or as having a reduced status because of their remote location.

Selection Committee to Appoint Nominating Committee for the 1984 National Election

Following nominations and written ballot, the following persons were asked to serve on the selection committee to appoint the nominating committee for the 1984 national election: Wayne Berryman (TX); Dorothy Foley (NY); and Larry Kelly (AZ).

Discussion followed regarding adherence to association policy with regard to balanced representation (geography, ethnicity, sex, areas of professional expertise and employment, and public and non-public school representation) when appointing committees and preparing slates.

Discussion on Review Council Report and Discussion Guide

Earlier in the meeting (pages 6 and 7 of these minutes) Phil Hosford (NM) presented the Review Council report and now the board was asked to consider questions 1-4 of the Review Council Discussion Guide (appendix 5). Delmo Della-Dora chaired the discussion. He said that the role of the Review Council is to have a set of processes to permit the association to assess itself, and as previously stated in these minutes, the council plans to have the association review its constitutional goals over a three-year period. He said they looked at three of the eight purposes and based on the findings included in the Review Council report asked the group: (1) Do you agree with the Review Council's interpretation of the meaning of this purpose? (2) How well is this purpose being carried out by ASCD? (3) How important is it for ASCD to maintain this purpose?

Mr. Della-Dora then asked the board to respond to questions 1 through 4 on the discussion guide and some of the responses were:
1. How do you feel about the general approach of having the association examine all its purposes against its program, policies and procedures over the next three-year period?

Response: applause.

2. Any reactions to the "audiences" selected to give opinions?

Response: Concern was expressed about whether or not sampling should be restricted to ASCD members only.

3. How do you feel about the Review Council recommendation that the ASCD Executive Council ask affiliated units and other structures within ASCD to spend some time reviewing their operation in light of specified ASTD purposes each year during the next three years?

Response: Some fear expressed that this would direct the affairs of the affiliate units; felt it would be helpful to look at affiliate unit purposes as well as national with the intent of projecting a more unified effort in the future.

4. How do you react to the notion of having an updated ASCD policies handbook for each board member, organized in the manner recommended?

Response: Favorably.

Mr. Della-Dora concluded the discussion and thanked the group for its input.

**Arizona and Iowa Present Artwork**

Lois Wilson presented a Papago Indian basket on behalf of the Arizona affiliate unit to national ASCD for display in the headquarters facility. Its pattern is "The Man in the Maze" and Mr. Cawelti expressed his pleasure in this fine example of native American art.

Harold Hulleman presented a replica of the Iowa affiliate unit's contribution to ASCD's artwork, a ceramic mural, 4 feet wide by 40 inches high, of a contoured field representing the Iowa landscape. He said it is in seven pieces that are still to be fired, reassembled and shipped in mid-May. Mr. Cawelti said he and the staff would look forward to receiving it.

**Regular Board Meeting Closed**

President Jordan reminded the board that seating would be provided for them at the front of the room at Monday's business meeting as the resolutions are considered. She then distributed certificates
of appreciation to those members of the Board of Directors and Executive Council who were present, saying that she "hoped they would prize them as evidence of giving much time and energy, love and commitment to ASCD."

President Jordan thanked Mr. Della-Dora for acting as parliamen-tarian and the staff for its willingness to help where needed, and offered special thanks to each of the board members for their atten-tion to the task at hand.

The meeting of the Board of Directors adjourned at 5:30 p.m.

* * *

The Board of Directors reconvened following the annual business meeting on Monday, March 22, 1982, at 3:30 p.m. in the Anaheim Room of the Convention Center.

Report of the Selection Committee to Select the Nominating Committee for the 1983 National Election

In March, 1981, three members of the board were elected (Robert Hohman (OH), Geri Strader (TX), and Judy Minnehan (KY)) to serve with three members of the Executive Council (Alice Houston (OK), Bob Taylor (CO), and Gwyn Brownlee (TX)) to select the Nominating Committee to prepare the 1983 National Election slate. These six people selected the following nine people to serve on the Nominating Committee: Rita Foote (MI); Dick Hart (ID); Milton Kimpson (SC); Virginia Macagnoni (GA); Jack Neel (KY); Norm Overly (IN); Emelina Pacheco (NM); Isobel Pfeiffer (OH); and Bob Sigmon (VA).

Gwyn Brownlee (TX) MOVED acceptance of the slate for Nominating Committee for the 1983 National Election. SECONDED by Kate Scully (LA). MOTION CARRIED.

ASCD Leadership Foundation Fund Board of Trustees Slate

Earlier in the meeting, President Jordan appointed Helen Wallace (CA), Mattie Crossley (TN), and Ray Hendee (IL) to form a commit-tee to prepare a slate for three vacancies on the ASCD Leadership Foundation Fund Board of Trustees. The following slate was pre-sented to the board: Jack Frymier (OH), Milton Kimpson (SC), and Connie Kravas (WA) for a three-year term (two to be selected); and Pearl Andrews (LA) and Elizabeth Manera (AZ) for a one-year term (one to be selected).

Helen Wallace (CA) MOVED to recommend to the Executive Council that this slate constitute the nominees to fill the vacancies existing on the Board of Trustees of the ASCD Leadership
Foundation Fund. Mr. Costa (CA) SECONDED. 
MOTION CARRIED.

It was MOVED and SECONDED that the Board of Directors would have a mail ballot on the Board of Trustees election. MOTION CARRIED.

Following the discussion about the Board of Trustees election there were some comments expressing concern about the lack of time to properly evaluate and consider issues before the board, and the lack of membership attendance at the open business meeting. The Executive Council was also urged to look at scheduling to make sure there are no conflicting dates with meetings of other educational groups which occurred in California this year.

Constitution Review Committee Followup Report

President Jordan asked the board if they would be willing to continue the meeting to respond to the Constitution Review Committee request for clarification on five points.

It was MOVED and SECONDED to proceed with the request of the Constitution Review Committee. MOTION CARRIED.

Bob Hanes (NC), chair of the committee, said a draft reflecting the discussion of the board would be prepared and submitted to the Executive Council by its June meeting. After that the group said it would be guided by the council as to whether it should be presented back to the Board of Directors or presented to the membership for reaction.

Mr. Hanes mentioned the five areas discussed by the board earlier in the meeting and asked for a straw vote on each one of the issues:

1. The new statement would affirm the eight goals.
   
   Response: yes.

2. The group wished to continue to be called the Board of Directors.
   
   Response: yes.

3. No substantial changes in the Board of Directors and Executive Council are desired.
   
   Response: No changes desired.

4. Roundtable discussion of the revisions included the matter of election of the Review Council by the membership at large.
Currently the Review Council is elected by the Board of Directors and it was felt that the change would provide more participation to the membership through the Review Council.

Response: The Review Council should remain elected by the Board of Directors.

5. A revised constitution would provide one voting representative for each international unit regardless of its size. Affiliate unit representation would not be reduced. Does this meet with board approval?

Response: Yes.

Discussion followed the last item about the effect more affiliate units would have on proportional representation and how the inclusion of international units affect nominations, committee members and other functions of the association. Mr. Cawelti said that all of the cost of the trip to Germany last fall and the preliminary efforts to set up ASCD Germany were borne by DoDDS. He said ASCD would have to assume more financial responsibility for any affiliate that was not under DoDDS, and that the same rights afforded affiliate units would apply to foreign countries. He also added that the potential membership would offset that, if not totally pay for additional costs incurred as the result of international units.

Mr. Cawelti also commented on the importance of awareness of global education and staying in touch with host nation educators, and that the establishment of international ASCD units would provide a means of accomplishing this.

Mr. Hanes asked the group if their feelings towards international affiliate units were positive and the response was affirmative.

Adjournment

President Jordan was congratulated on her "professional and efficient handling of the lively and fast-paced board and annual business meetings," and she was given a standing ovation.

The meeting was adjourned at 6:05 p.m.
1982

ASCD ANNUAL CONFERENCE

Anaheim, California

The attached documents are referred to in the agendas for the Executive Council and Board of Directors meetings.
Membership Marketing Committee Report

Presented by:

Dale Linebarger, Chair
Milton Kimpson
Bob L. Sigmon
The Membership Marketing Committee was appointed by President Barbara Day, in response to a motion made in the Board of Directors meeting of March 6, 1981. The committee was charged "...to investigate the past, present and projected relationship of membership and marketing to the long-range budget plan and to report its findings to the board in 1982."

The Committee met for two days in October in the Alexandria headquarters office. John Brajove of the headquarters staff and J. Scott McBride of Marketing General Incorporated, ASCD’s marketing consultants, also met with the Committee.

From a historical perspective, ASCD has been able to add new staff, products, services, and facilities in large part because of membership growth and the related income that growth has produced. (See Table A.) In addition to "financing" new staff, products, services, and facilities, membership growth and the income derived therefrom has minimized the need for substantial dues increases. (See Table B.) Finally, membership growth has led to the increase in influence ASCD has among other organizations, state and federal agencies, and state and national legislatures.

Membership maintenance depends upon an aggressive marketing campaign each year. Membership comes from three major sources: renewals, direct mail promotion, and such miscellaneous sources as conferences, institutes, Educational Leadership ads, and affiliated unit referrals. Table C illustrates the importance of these sources even in a situation where there is no net growth.

The remarkable growth in ASCD membership can be attributed to the aggressive direct mail marketing conducted in the last six years and the relatively large sums of money spent in these efforts ($275,000 budgeted in FY 1982.) Nevertheless, each mass mailing marketing campaign has more than recovered its costs. (See Table D.)

Presently, money spent on membership development continues to generate more income than it costs. Indeed, if the direct mail marketing area were viewed as an "investment" activity, it returns a substantially better yield than if the money were invested at 15% interest compounded. (See Table E.) Moreover, money generated from membership development not only adds to dues income which underwrites the cost of the non-income producing programs of the association, but the increase in dues revenues lessens the impact of inflation. (See Table F.)

In addition, membership growth resulting from membership marketing has increased the amount of non-dues revenues as well. A member not only pays dues, but he or she also spends an average of $21.20 on other ASCD products and services. (See Table G.) One of the reasons ASCD's budget has shown a five-fold increase in 9 years is because new members have purchased other products and services of the association.

Finally, the most significant contribution of the membership marketing effort to the long-range budget plan is the almost "geometric" progression effect that new members have as it relates to dues income over the life of their membership. (See Table H.) The net effect is that members pay four or more times their initial dues over their membership life and the cost to attain that member has already been recouped in the first year. The startling effect of this phenomenon is graphically illustrated in Table H.
In summary then, membership direct mail marketing:

1) generates more income than it costs;
2) returns a greater amount of money than reasonable alternative uses of that money would return;
3) underwrites the cost of non-revenue producing programs;
4) lessens the impact of inflation;
5) generates income for other products and services; and
6) generates dues income in an almost "geometric" progression over the life of a member that is far greater than simply the first year's dues.

Thus, the Membership Marketing Committee is convinced that membership growth is essential to the economic health of the organization and that direct mail marketing is the key ingredient in the growth of membership. The Committee is also convinced that the continuation and improvement of ASCD products and services depends upon the amount of dues, the number of members, and other income-producing products and services.

In light of its analysis of ASCD membership marketing activities and its projected relationship to the long-range budget, the Membership Marketing Committee makes the following recommendations:

1) Because dues appear to be reaching a point where any further increase may result in a large number of non-renewals, future dues increases should be in small incremental steps and less than the rate of inflation.
2) ASCD must spend enough of its resources to increase membership by at least 5% per year to maintain program and services status quo.
3) Membership promotion programs should emphasize the unique characteristics of ASCD (such as open membership) and stress instruction and curriculum development. Supervision implies "management" to the exclusion of teachers and tends to narrow the potential membership market.
4) More participation in membership recruitment from the affiliated units is desirable. Stronger affiliated units will help reduce the present dependence on direct mail marketing techniques.
5) Because future significant growth may depend on the association's ability to attract classroom teachers, ASCD should evaluate whether it can offer products and services that will be of interest to this group.
6) Future expansion of member products and services should be determined by periodic needs assessments and must be financed by dues increases, increases in the number of members, fee for services, and/or the development or expansion of other income-producing activities.
7) Expansion of member products and services (program improvement) is necessary to reduce member loss through non-renewal.
Table A - Growth in Membership Related to Growth in Budget

Table B - Dues Increases for ASCD and Select Other Organizations Since 1975
### Comprehensive Members (26,000)

<table>
<thead>
<tr>
<th></th>
<th>18,200</th>
<th>2,000</th>
<th>5,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewals</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Misc.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Direct Mail</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Regular Members (9,500)

<table>
<thead>
<tr>
<th></th>
<th>6,850</th>
<th>2,350</th>
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<tbody>
<tr>
<td>Renewals</td>
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<tr>
<td>Misc.</td>
<td></td>
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<tr>
<td>Direct Mail</td>
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</tbody>
</table>

Table C - Sources of Members in No Growth Model

### Total Income ($150,500)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>$128,350</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$22,150</td>
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</table>

Table D - Net Income Generated By One Mailing of 500,000
Table E - Rate of Return of Direct Mail and Alternative Form of Investment

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Net Inc. (Loss)</th>
<th>Projected Dues</th>
<th>Net Inc. (Loss)</th>
<th>Projected Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983</td>
<td>$ 94,368</td>
<td>$ 48/38</td>
<td>$ 130,703</td>
<td>$ 48/38</td>
</tr>
<tr>
<td>1984</td>
<td>(16,219)</td>
<td>49/39</td>
<td>71,387</td>
<td>48/38</td>
</tr>
<tr>
<td>1985</td>
<td>(135,620)</td>
<td>52/42</td>
<td>1,303</td>
<td>48/38</td>
</tr>
<tr>
<td>1986</td>
<td>(264,605)</td>
<td>54/44</td>
<td>(78,958)</td>
<td>52/42</td>
</tr>
<tr>
<td>1987</td>
<td>(403,305)</td>
<td>60/50</td>
<td>(172,358)</td>
<td>54/44</td>
</tr>
</tbody>
</table>

Table F - 5 Year Net Income (Loss) Projections Assuming Stable Membership or 5% Growth
<table>
<thead>
<tr>
<th>Source</th>
<th>Non-Dues Total Revenue</th>
<th>% From Membership</th>
<th>Products and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication sales</td>
<td>$209,000</td>
<td>55%</td>
<td>$115,000</td>
</tr>
<tr>
<td>Agency subscriptions</td>
<td>64,000</td>
<td>0</td>
<td>-0-</td>
</tr>
<tr>
<td>Individual subscriptions</td>
<td>65,000</td>
<td>0</td>
<td>-0-</td>
</tr>
<tr>
<td>Journal advertising</td>
<td>48,000</td>
<td>82%</td>
<td>39,360</td>
</tr>
<tr>
<td>Videotapes/films</td>
<td>240,000</td>
<td>90%</td>
<td>216,000</td>
</tr>
<tr>
<td>NCSI</td>
<td>191,000</td>
<td>55%</td>
<td>105,000</td>
</tr>
<tr>
<td>Annual conference exhibits</td>
<td>99,000</td>
<td>74%</td>
<td>73,260</td>
</tr>
<tr>
<td>Annual conference program ads</td>
<td>3,000</td>
<td>74%</td>
<td>2,250</td>
</tr>
<tr>
<td>Annual conference registration</td>
<td>156,000</td>
<td>74%</td>
<td>115,440</td>
</tr>
<tr>
<td>Annual conference meal functions</td>
<td>9,000</td>
<td>74%</td>
<td>6,000</td>
</tr>
<tr>
<td>Sale of mailing labels</td>
<td>38,000</td>
<td>100%</td>
<td>38,000</td>
</tr>
<tr>
<td>Royalties</td>
<td>2,000</td>
<td>0%</td>
<td>0-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,124,000</strong></td>
<td></td>
<td><strong>$710,280</strong></td>
</tr>
</tbody>
</table>

Per member expenditure for non-dues products and services:

$710,280 + 33,500 = $21.20

Table G - Membership Expenditures for Non-Dues Products and Services
1981 RESOLUTIONS IMPLEMENTATION REPORT

1. Public Confidence in Education
   Public confidence and support for schools are essential conditions for the effective continuation of the educational enterprise. Parental and public participation in various aspects of school programs helps promote awareness and understanding of the value of education.
   Public understanding can be enhanced through the efforts of educators promoting and publicizing the positive accomplishments of the schools.
   ASCD should urge its members to explore ways to inform citizens of the value and achievements of education.
   The Association should continue to "speak up" for education.

2. Urban Schools
   ASCD recognizes that urban school districts confront complex and diverse problems both educational and financial. The need to exchange information and discuss issues relating to urban schools continues.
   ASCD should, through its publications and conferences, disseminate information on proposals for improving the quality of urban education, on approaches for developing realistic funding for programs, and on the improvement of public perception of urban schooling.

3. Energy Conservation
   The intelligent use of energy assumes conservation efforts in order that valuable resources be utilized most effectively. Educators are in a significant position to practice personal energy conservation as well as to develop and implement curricula on energy use.
   ASCD should encourage its members to support:
   1) Energy use programs in educational institutions that reduce consumption without jeopardizing the health, safety, and education of students;
   2) Curricula that foster understanding of and wise use of energy resources;
   3) Programs designed to increase public understanding of the need for energy conservation and the use of alternative energy sources.

(1) Affiliated units given preview of ASCD videotape at Leadership Conference.
(2) Cawelti paper published on "What's Right With Education" - sent to Board of Directors.
(3) Ratliff did workshops on topic in Virginia ASCD.

(1) Article on successful urban programs in Educational Leadership.
(2) Long-Levin booklet on Effective Instruction.
(3) NCSI on Mastery Learning.

(1) Responsibility of members is clear in the resolution.
4. The Role and Function of Curriculum and Supervisory Personnel on the Administrative Team

ASCD has endorsed the concept of shared decision making at the school district level, including the creation of administrative teams for this purpose (1978). Although supervisors and curriculum workers are considered part of the administrative team, they are often excluded from decision-making processes because they are not line administrators.

In order to utilize more fully the expertise of supervisors and curriculum workers, these personnel should participate actively in the decision-making process.

ASCD should initiate action to clarify the role and function of supervisors and curriculum workers on the administrative team and to disseminate such information to its membership.

5. Consolidation of Advisory Councils

Many state, federal, and other categorical programs mandate, for each program, an advisory council involving parents, students, and/or other members of the public in local decision making. When several of these programs are operational in a school or district, the duplication of effort and function in having a number of advisory councils may be ineffective, unproductive, and difficult to implement. It may be appropriate, in some schools or districts, to have one advisory council represent a number of programs (other than Title I and Title VII) as a means of fulfilling the requirements.

Therefore, ASCD should support federal and/or state legislation that permits local schools and school districts to consolidate advisory councils for several programs into one such council.

6. Cross-Disciplinary Cooperation

Educators' concerns and investigations frequently relate to those of scholars in fields outside of education. For example, curricular specialists are concerned with the organization of knowledge, as are persons in philosophy. Educators interested in the realm of inquiry share an interest with scholars in linguistics. Educators focusing on learning styles have professional counterparts in sociology and psycho-linguistics.

(1) Article on Sullivan dissertation in Educational Leadership.
(2) NCSI on topic in New Mexico did not make.
(3) Planned to be included in theme issues for November, 1982, Educational Leadership.

(1) Letter sent to appropriate congressional committees last fall.

(1) Collaboration with scientists and educators on scientific creationism issue.

(2) ASCD is chairing continued work of "Essentials of Education" group composed of several subject matter organizations.
6. Cont'd.

Opportunities for educators to have dialogue with other scholars could lead to cross-disciplinary interactions and studies of significance to education. Therefore, ASCD should explore avenues by which its members can become better acquainted with works of scholars outside of education that have potential value for education. Further, ASCD should develop ways to foster cooperative professional ventures between educators and other scholars.

7. Programs for Exceptional Students

ASCD believes that optimum development of each individual is a concept basic and essential to the educational process. Programs that are designed to meet the needs of a specific group identified by exceptionalities are necessary and appropriate and merit adequate human, material, and financial support.

ASCD should continue to (1) encourage its members to assume leadership roles in developing and implementing programs responsive to the exceptionalities of children; and (2) disseminate, through publications and conferences, information about such programs.

(1) Three articles on gifted students in November Educational Leadership.

(2) Two NCSIs scheduled on gifted students.

(3) RIS synthesis on gifted.

8. Instruction in Television Viewing

Children spend a significant amount of time viewing television. Further, expansion of cable TV is providing a much greater range of viewing options. This being the case, children, a highly impressionable audience, need instruction in program selection and viewing.

ASCD should encourage its members to take those actions deemed appropriate in providing instruction concerning critical television viewing.

(1) Article on teaching television viewing in January Educational Leadership.

9. Educational Environments

Educators have given limited attention to the educational environment as a curricular variable. While there has been attention given to the study of people in space (proxemics) and to the analysis of classroom climate, the investigators have done little evaluation of the educational environment as a variable of curriculum that could, and perhaps should, be managed in particular ways.

Since all learning will occur in some type of environment, whether in or out of a school setting, it would seem that decisions regarding selection and organization of learning environments should be based on research data and systematic planning.
9. (Cont'd.)

Therefore, ASCD should engage in efforts that would focus the attention of its membership on the educational environment and that would facilitate dialogue between educators and environmental psychologists.

10. Opposing Tuition Tax Credits

Federal and state legislation that would allow tuition tax credits to parents whose children are attending non-public schools continues to be introduced. The granting of such tax credits and other general assistance is direct encouragement of non-public education at the expense of public education. Such encouragement by federal or state government should be halted.

Therefore, ASCD should oppose any legislation granting tuition tax credits and/or general aid to parents whose children are attending non-public schools. ASCD should continue to monitor governmental actions relating to this issue. Furthermore, ASCD should urge members to communicate opposition to tuition tax credit proposals through writing their legislators.

(1) Communicated ASCD position to appropriate Senate and House Committees.

(2) Communicated ASCD position to Virginia congressional representatives and to affiliated units who were also urged to convey this view to their legislative representatives.

11. Opposing Voucher Plans

ASCD believes education voucher plans disbursing public funds to competing, specialized, private interest schools could lead to racial, economic and social isolation of students and weaken the public school. Further, such plans represent a form of federal and state financial support for non-public education.

ASCD should oppose any legislation permitting educational vouchers and urge its members to write to their legislators stating opposition.

Same responses as number 10.

12. Legal Ramifications of Moral Educational Practices

ASCD has explored, endorsed and published a position on the school's role as a moral authority in our society. (Pamphlet: The School's Role as Moral Authority, 1977).

Educational practices introduced to facilitate attainment of the goals advanced in this ASCD publication have raised unanticipated legal issues. Therefore, ASCD should explore the legal ramifications of educational decisions relating to moral issues, review research on this concern, and make members aware of these findings.

(1) Manuscript invited
Attachment C is the Review Council Report - to be distributed at the Annual Conference Executive Council and Board of Directors meetings.
RECOGNITION AWARDS (Board, March 1967)

"ASCD should not become involved in granting awards to individuals, school systems, curriculum projects, or other educational personnel or practices."

RECOMMENDED CHANGE - NEW POLICY WOULD READ:

"Any awards given by ASCD shall be consistent with basic association purposes and shall be authorized by the Executive Council."
February 12, 1982

Dr. Gordon Cawelti
Executive Director
ASCD
225 North Washington Street
Alexandria, Virginia 22314

Dear Gordon:

Attached are the materials for the Board of Directors meeting in Anaheim which relate to the Constitutional revision. Specifically, they are as follows:

1. A memo from me to the Board of Directors
2. Proposed Revised Constitution and By-laws
3. Proposed Alternative Revision to Allow for International Affiliate Units

Please include these items in the mailing to the Board members.

If there are questions or problems with this, please call me.

Sincerely,

Robert C. Hanes
Deputy Superintendent

RCH/bb

Enclosures
MEMORANDUM

TO:     Members of the Board of Directors
FROM:   Bob Hanes, Chairperson, Constitution Revision Committee
DATE:   February 12, 1982
SUBJECT: Proposed Constitutional Revisions

At the annual meeting of the Association in St. Louis, President Day appointed a constitutional revision committee with the following membership: Bob Hanes, Don Frost, Glenys Uhruh, Phil Robinson, Chon LaBrier, and Regina Cain. Subsequently, Ms. Unruh was unable to serve and President Jordan appointed Delmo Della-Dora to replace her.

The committee met briefly in St. Louis and held a lengthy working meeting in Chicago on September 17-18, 1981. On October 16, 1981, the proposed revisions were submitted to the Executive Council for their reactions.

A copy of the proposed revisions to the Constitution and By-Laws is enclosed.

The proposed revisions are substantive in nature and deal, essentially, with four major areas: the purpose of the association, the role of the Board of Directors, the role of the Executive Council, and the role of the Review Council. The following comments attempt to provide background information and amplification concerning these four areas:

1. The Purpose of the Association. The committee recommended that the specific statements in the purpose be reworded. The first six of the proposed new statements are drawn from the 1977 statement of the Executive Council which reformulated the language of the nine constitutional purposes into six goal statements for use in long range planning. The Review Council in its January 1981 report to the Board of Directors recommended that these six statements become a part of the constitution at its next revision. The Review Council also recommended that the purpose statements include statements relating to a "balanced curriculum" and to the leadership role of ASCD. These two additional statements are included in the proposed revisions as statements 8 and 9.

2. The Role of the Board of Directors. The Constitutional Revision Committee discussed at length the role of the Board of Directors in light of the issues raised by the Review Council in its January 1981 report and in light of the actual experience of the members of the committee in working with the Board of Directors. The concerns eventually resolved into the following areas:

   a. The unwieldy size of the Board (200 members)
   b. The ever changing membership of the Board (approximately 60% annually)
   c. The perception that a "Board of Directors" is much like a Board of Education and must make all policy.
   d. The confusion which exists between the Board and the Executive Council in regard to initiation of program ideas, the establishment of committees, and the responsibility for publishing the Association's publications.
In its study of this problem, the committee attempted to balance, on the one hand, the need in the overall governance of the Association for a large representative group of its members with, on the other hand, the need in the Association for a more efficient policy making group. After much discussion and careful thought, the committee recommends the following changes in the Board of Directors:

(a) That the name be changed to Representative Council (which is more in keeping with the proposed functions) but that the composition remain unchanged.
(b) That "policy making" be transferred to the Executive Council
(c) That the Representative Council review policy developed by the Executive Council and direct areas in which policy should be formulated or revised.
(d) That the Representative Council direct the Executive Council to form working groups in areas of interest to the Representative Council.
(e) That the Representative Council serve as the means by which a major cross section of the membership may serve as a sounding board of reactor to ideas, proposals, and concerns of the Executive Council.

3. The Role of the Executive Council. The Executive Council now becomes the policy making body of the Association. It will initiate program ideas (often in consultation with and with advice from the Representative Council), establish and oversee working groups, and supervise the publications of the Association.

The composition of the Executive Council remains unchanged.

4. The Role of the Review Council. The Review Council was added to ASCD's governance structure in the early 1970's as a kind of "check and balance" between the legislative and executive functions. Although it has served a useful purpose, questions have been raised, from time to time, about the Review Council's proper role. These questions have grown out of changing perceptions of the role of the Review Council, from year to year, depending upon the membership of the Review Council. The Constitutional Revision Committee, then, attempted to capture these varying viewpoints. Thus, the committee considered at length four different plans:

a. To clarify the role of the Review Council. In this plan, the Review Council, elected by the membership, should have two constitutional functions.

(1) to analyze the extent to which the purpose of the Association is being carried out, and
(2) to seek out ideas, interests and concerns from the membership for supporting and improving the Association's effectiveness. The Review Council would report its findings at least annually to the Executive Council, the Representative Council, and, thus, to the Association.

b. To modify the role of the Review Council. In this plan, the name would be changed to Review Committee, elected by the Representative Council. The Review Committee would have two constitutional functions:
(1) to seek out ideas, interests, and concerns for the membership for supporting and improving the Association's effectiveness, and
(2) to carry out those studies, reviews, and investigations requested of it by the Executive Council. The Review Committee would report its findings, at least annually, to the Executive Council and to the Representative Council.

c. To absorb the role of the Review Council. In this plan, the Review Council would cease to exist as a constitutional requirement. Its function (to analyze the extend to which the purpose of the Association is being carried out) would be formally assigned in the Constitution to the Executive Council. Its other function (to seek out ideas, interests and concerns from the membership for supporting and improving the Association's effectiveness) would be formally assigned in the Constitution to the Representative Council.

d. To eliminate any constitutional reference to the role of the Review Council. In this plan, the Review Council would cease to exist. It is assumed that its functions would be carried out (as a matter of good judgment and organizational prudence) by the Executive Council and the Representative Council.

The recommendations of the committee are unanimous ones in regard to purpose, the Representative Council and the Executive Council. The committee's majority recommends Plan A concerning the Review Council by a vote of 4 to 2. Two members favored Plan C (absorbing the functions of the Review Council). When the committee considered its second choice regarding the Review Council, four members favored Plan B (to modify) while one favored Plan A (to clarify) and one favored Plan C (to absorb its function). Thus, the recommendations for Plan A (to clarify) is a strong one and is included in the revised document.

In summary, the committee recommends to the Board of Directors the enclosed constitutional revision as one which keeps a relatively large number of people involved in the various aspects of the governance of the Association while providing for a more systematic and coherent means for the details of the business of the Association to be carried out. In addition, it continues a constitutional mandate for a "watchdog" function in the governance of the Association.

During the course of the past year, while the Constitution Revision Committee was at work, the Executive Council has moved ahead with the initial work involved in establishing an affiliated unit in Germany. If this becomes a reality, the revised constitution must take this action into account. Thus, the last page of the proposed revision is the recommended alternative which provides for a plan of representation by international units. It should be considered only if the Board of Directors approves international units.
Article I--Name

The name of this organization shall be the Association for Supervision and Curriculum Development.

Article II--Purpose

The purpose of the Association for Supervision and Curriculum Development shall be the general improvement of education through the promotion of programs and practices which will facilitate the wholesome development of all persons involved in educational efforts. Specifically, the Association shall:

1. provide human resource development experiences to promote professional leadership for cooperative curriculum planning and development by all persons involved in and affected by education at all levels.

2. provide human resource development experiences to improve supervisory skills and leader behavior which focus directly on assisting instructional personnel in achieving instructional goals.

3. review and disseminate information about educational practice, media research, and materials for improving instruction.

4. develop and sustain communication among all of the groups of professionals directly involved in the improvement of curriculum and instruction.

5. identify, study, and evaluate issues in supervision, curriculum, and instruction and express the Association's positions on them including the impact which forces outside of the school have on the learner.

6. encourage research, evaluation, and theory development in the areas of curriculum, supervision, and instruction.

7. strive for balance in the curriculum and maintain a perspective of the total educational program.

8. demonstrate leadership in dealing with current and emerging issues of education in order to assure equal and quality educational opportunities for all students.

All of the foregoing purposes and objectives of the organization shall be deemed to be for the public purpose of improving curriculum development and supervision in the schools, and in a manner consistent with the requirements of the Internal Revenue Code and regulations relating to organizations described in Section 501 (c) (3) of the Code, as now or hereafter amended.

Article III--Membership

Section I. There shall be four categories of members: active, student, Institutional, and life.
Section 2. Any person who wishes to support the purpose of the Association and to share in its work shall be eligible for membership and may become an active member by paying the annual dues as provided in the By-Laws. An active member shall be entitled to vote, to hold office for which eligible, to participate in affairs of the Association, and to receive publications as provided for the dues paid.

Section 3. Any person who is actively enrolled in full time graduate or undergraduate programs and expresses an interest in supervision and curriculum development may become a student member. A student member has all the privileges of an active member.

Section 4. A school, library, or educational agency may become an institutional member on payment of the annual dues as provided by the By-Laws. Such institutional members shall be entitled to receive the publications as provided for the dues paid.

Section 5. Any person who has been a member of the Association for 20 consecutive years and has retired from full employment may, upon application, become a life member of the Association and shall be entitled to all privileges of active membership.

Article IV--Officers

Section 1. The officers of the Association shall be a President (who shall be the retiring President-Elect), an Immediate Past President (who shall be the retiring President), a President-Elect, and an Executive Director.

Section 2. The President, Immediate Past President, and President-Elect shall serve for a term of one year. They shall not succeed themselves in this three-year cycle (successively President-Elect, President, and Immediate Past President) without an intervening period of at least three years.

Section 3. The President shall chair the Representative Council and the Executive Council.

Section 4. The Executive Director shall be appointed by the Representative Council upon nomination of a candidate by the Executive Council, and shall hold office at the pleasure of the Representative Council. The Director shall be the executive officer for the Association, shall act as Treasurer of the Association, shall be the administrative officer of the Association and shall have responsibility for the preparation of the annual financial report and of the annual budget under the supervision of the Executive Council, shall prepare and maintain an up-to-date policy statement handbook, shall make contracts, shall serve without voting power as Secretary of the Representative Council and of the Executive Council and shall perform such other duties as may be designated by the Representative Council and the Executive Council.

Article V--Representative Council

Section 1. The Representative Council shall (1) have the authority to recommend policies and may review and may direct the formulation of policies for the Association; (2) adopt the annual budget; (3) have power to fill vacancies in office until the next election; (4) employ an Executive Director upon nomination by the Executive Council; (5) may direct the Executive Council to establish working group to assure fulfillment of
purpose of the Association; (6) elect those members of the Executive Council who are to be drawn from the Representative Council's own membership; (7) act on applications for affiliation; and (8) be custodian of property of the Association.

Section 2. The Representative Council shall consist of 200 members: (1) twenty members elected at large who shall serve for a term of four years, five to be elected each year in such manner as the By-Laws may determine; (2) members of the Executive Council; (3) Presidents of affiliated units; (4) one representative of each affiliated unit who shall serve for a term of four years; (5) the remaining representatives, serving four year terms, and their votes shall be prorated among the affiliated units on the basis of the percentage factor of the number of national members within the geographical boundaries of the affiliated ASCD unit. Representation of affiliated units shall be based upon the nearest whole number.

In determining membership for the purpose of ascertaining representation, only national persons with dues paid as of January 1 preceding meetings of the Representative Council shall be counted. Representatives to the Representative Council shall bear such credentials as the By-Laws of the Association may determine.

Article VI--Executive Council

Section 1. The Executive Council shall formulate, adopt and implement policies for the Association, and shall assume any other duties of the Representative Council in the intervals between meetings of that body. Other specific responsibilities of the Council include: (1) to nominate to the Representative Council a candidate for Executive Director; (2) to recommend a budget to the Representative Council and authorize transfer of unused balances within the budget; (3) to be responsible for annual meetings and conferences; (4) to plan for yearbooks and other publications and to review publications to assure that they are consistent with the purpose of the association; (5) to establish working groups for program development and appoint members and chairpersons to oversee their operations, to give direction to the development of the various projects of these groups, and to eliminate such groups at appropriate times; (6) to act on recommendations of the Executive Director for selection of professional staff; (7) to review and recommend to the Representative Council applications for affiliation; and (8) to interpret and communicate the position of the Association on issues related to the purpose of the Association.

Section 2. The Executive Council shall be composed of the President, President-Elect, Immediate Past President, three members elected at large for a term of three years, and seven members elected by and from the Representative Council who serve for a term of three years.

Article VII--Review Council

Section 1. The Review Council shall (1) analyze the extent to which the purpose of the Association as stated in Article II is being carried out in the Association's policies, practices, and procedures; (2) seek out ideas, interests, and concerns from the membership for supporting and for improving the Association's effectiveness in achieving its purpose; and (3) report its findings at least once annually to the Executive Council, to the Representative Council, and subsequently to the Association.
Section 2. The Review Council shall consist of five members of the Association who shall be elected at large by the membership of the Association. No member may serve simultaneously on the Representative Council. Terms of office shall be for five years. No person shall be elected to successive terms unless the initial appointment was for a period of less than five years. One member shall be elected each year.

Article VII--Amendments

This constitution may be amended by a mail vote of two thirds of the active member replying, providing that notice of the proposed amendment has been circulated to the membership in one of the published journals of the Association at least three months previous to the voting. Amendments may be proposed by the Representative Council or upon the basis of a verified petition signed by at least 200 members of the Association.

Article IX--By-Laws

By-Laws may be amended (1) at the annual business meeting by a majority vote of the members present; or (2) by a mail vote of two-thirds of the active members replying; provided, in either case, that notice has been given three months in advance of the voting.

Article X--Assets on Liquidation

No part of the net income, revenue, and grants of the Association shall inure to the benefit of any member, officer, or any private individual (except that reasonable compensation may be paid for services rendered in connection with one or more of its purposes), and no member, officer or any private individual shall be entitled to share in the distribution of any part of the assets of the Association, on its dissolution or liquidation. In the event of such dissolution or liquidation, the assets of the Association, after payment of debts and obligations, shall be transferred to an organization with federal tax exemption for charitable and educational uses and purposes similar to those of this Association, which exempt organization shall be designated by the final Executive Council of the Association.

BY-LAWS

Article I--Membership Dues

The annual fees for active, student, and institutional memberships in the Association shall be determined by the Representative Council upon recommendation of the Executive Council. Publications of the Association will be distributed in accordance with the policy on memberships as determined by the Executive Council.

Article II--Membership Year

The period of membership of each person who joins the Association and pays the annual dues shall be twelve calendar months, counting from the first day of the month in which the person's membership is processed. Members shall be entitled to receive only those publications of the Association that appear within the year for which their annual dues are paid.

Article III--Fiscal Year

The fiscal year shall begin on September 1 of any given year, and continue through August 31 of the succeeding year.
Article IV--Meetings

The Association shall schedule an annual conference and other meetings as seem desirable to the Executive Council based on activities of the Association and preference of the members. At each annual conference there shall be a business meeting. At this meeting there will be reports, opportunity for the Association to adopt resolutions, opportunity to hear expressions of concerns by individuals or groups, and the transaction of any other business which the Representative Council or the Executive Council wishes to refer to the membership in attendance.

Article V--Elections

Section 1. All persons elected or appointed to the Representative Council shall have held membership in the Association at least the year prior to their election or appointment.

Section 2. The President-Elect, and members at large of the Representative Council, Executive Council, and the members of the Review Council shall be elected by the active members as follows: (1) a nominating committee of at least nine members appointed jointly by the Executive Council and the Representative Council shall submit a ballot containing three nominees for each office to be filled, such nominees to be selected from the current membership of ASCD; (2) ballots shall be submitted by mail to the active members of the Association by October 15 and with instructions to return them not later than November 15; (3) ballots shall be counted by a Board of Tellers appointed by the Executive Council; and (4) nominees receiving the highest number of votes shall be declared elected.

Section 3. The term of elected officers and of members of the Executive Council, the Review Council and the Representative Council elected by total membership shall begin immediately following the annual conference of the Association. In the event that no conference is held, such elected officers, members at large of the Representative Council, members of the Executive Council, and the members of the Review Council shall take office by April 1.

Article VI--Quorum

Five percent of the members of the Association shall constitute a quorum for the official business meeting. Fifty percent of the members of the Representative Council shall constitute a quorum of that body. Eight members of the Executive Council shall constitute a quorum of that body.

Article VII--Credentials

The credentials of unit members of the Representative Council shall be verified by the affiliate unit which they represent and by ASCD. A list of duly elected and appointed members of the Representative Council will be prepared and distributed at the Representative Council meeting immediately prior to the conference.

Article VIII--Affiliated Units

Section 1. Affiliation with the Association is available to a state group, or to a group of states, or to other groups within the United States
or its territories approved by the Representative Council. A group requesting affiliation must have purposes, membership requirement and an on-going program which are consistent with the Association for Supervision and Curriculum Development. The Representative Council shall act on applications for affiliation from all groups, upon recommendation by the Executive Council. Affiliated units are required to meet the following minimum criteria for continued affiliation: (1) one meeting a year of the affiliate membership; (2) a current constitution, consistent with that of the national Association; (3) one revision each year of the affiliate membership list; (4) a list of all active officers and committees; (5) regular representation at affiliate unit presidents' meetings; and (6) an annual report. Affiliated units are expected to carry out their activities consistent with the policies and objectives of the Association and the provisions of the Constitution. An affiliated unit failing to do so may be disaffiliated by a two-thirds vote of the Representative Council.

Section 2. The Association may establish and maintain liaison with non-affiliated educational groups outside the United States, across political boundaries, or under unique circumstances within a single state whose purposes are consistent with those of the Association.

Section 3. No group which is a geographical part of an affiliated unit may affiliate with the Association.

Article IX--Working Groups

Working groups of the Association shall be appointed and specifically charged in writing with their responsibilities. The charge shall be consistent with the purpose of the Association for Supervision and Curriculum Development. The Executive Council shall provide direction and assistance for their activities.

Article X--Publications

The Association shall publish such yearbooks and other publications within the limits of the funds allocated for this purpose by the Representative Council.

Article XI--Expenditures

The funds of the Association shall be disbursed in accordance with annual budgets as approved by the Representative Council. The transfer of funds within the budget shall be at the discretion of the Executive Council and reported in writing to the Representative Council no later than the following annual conference. The Executive Director shall receive and disburse the funds of the Association and make an annual accounting to the Representative Council under the direction of the Executive Council, which shall be responsible for proper auditing of accounts.

Article XII--Parliamentary Procedures

Robert's Rules of Order, Revised, shall be the authority governing all matters of procedure not otherwise specified in the Constitution or these By-Laws.
Alternative Revisions to Allow for International Affiliate Units

Article V--Representative Council

Section 2. The Representative Council shall consist of 200 national members plus one member representing each international unit.

The two hundred national members shall be determined as follows: (1) twenty members elected at large who shall serve for a term of four years, five to be elected each year in such manner as the By-Laws may determine; (2) members of the Executive Council; (3) Presidents of affiliated units; (4) one representative of each affiliated unit who shall serve for a term of four years; (5) the remaining representatives, serving four year terms, and their votes shall be prorated among the affiliated units on the basis of the percentage factor of the number of national members within the geographical boundaries of the affiliated ASCD unit. Representation of affiliated units shall be based upon the nearest whole number.

Each international affiliated unit, regardless of membership, shall provide one member to the Representative Assembly.

In determining membership for the purpose of ascertaining representation, only national persons with dues paid as of January 1 preceding meetings of the Representative Council shall be counted. Representatives to the Representative Council shall bear such credentials as the By-Laws of the Association may determine.

BY-LAWS

Article VIII--Affiliated Units

Section 1. Affiliation with the Association is available to a state group, or to a group of states, or to other groups within the United States or its territories or to other groups outside the United States approved by the Representative Council. A group requesting affiliation must have purposes, membership requirement and an on-going program which are consistent with the Association for Supervision and Curriculum Development. The Representative Council shall act on applications for affiliation from all groups, upon recommendation by the Executive Council. Affiliated units are required to meet the following minimum criteria for continued affiliation: (1) one meeting a year of the affiliate membership; (2) a current constitution, consistent with that of the national association; (3) one revision each year of the affiliate membership list; (4) a list of all active officers and committees; (5) regular representation at affiliate unit presidents' meetings; and (6) an annual report. Affiliated units are expected to carry out their activities consistent with the policies and objectives of the Association and the provisions of the Constitution. An affiliated unit failing to do so may be disaffiliated by a two-thirds vote of the Representative Council.
Attachment F is the Elections Procedures Committee Report - to be distributed at the Annual Conference Executive Council and Board of Directors meetings in Anaheim.
January 20, 1982

Mr. Robert Lykins
ASCD-Germany
Leadership Team Chairperson
Department of Defense
Dependents Schools
Office of the Regional Director
North Germany
APO New York 09633

Dear Mr. Lykins:

Pursuant to Dr. Gordon Cawelti's conversation with Dean Wiles, this date I am forwarding to you a revised copy of your constitution, which has been examined for its consistency with the National constitution.

The following changes were made:

(1) Article VI/Review Council was deleted. This is a function of the National office. However, if you desire a quasi-judicial body of your association, subsequent to your approval for eligibility, you may wish to later add a provision for a Program Evaluation Committee or a similar group.

(2) We are in the process of encouraging all affiliate units to begin their term of elective officers on July 1 of each year. Therefore, I substituted July 1 for October 1.

Should you have any questions, please contact me.

Sincerely,

Roosevelt Ratliff, Ph.D.
Associate Director

Enclosure

RR/dd

NOTE: The Germany constitution, as revised, is fully consistent with the national ASCD constitution.

I recommend affiliation.

RR

cc: Gordon Cawelti
Lucille Jordan
O.L. Davis
Larry Finkel
Dr. Roosevelt Ratliff  
Associate Director of Affiliated Units  
Association for Supervision and  
Curriculum Development  
225 North Washington Street  
Alexandria, Virginia 22314

Dear Dr. Ratliff:

This letter is an official request that the Association for Supervision and Curriculum Development (ASCD) Executive Council and Board of Directors approve our application for ASCD-Germany to be incorporated into the ASCD family through affiliation.

Enclosed are five copies of our constitution, which we believe will demonstrate that ASCD-Germany is willing to meet the conditions for affiliation as outlined in the ASCD constitution and the "ASCD Policy Handbook."

Also enclosed is a list of current and potential members who attended the DoDDS-North Germany Region/ASCD conference in November 1981.

Accompanying the constitution is a copy of the minutes of the ASCD-Germany Leadership Team Meeting which outlines our efforts in seeking the establishment of an affiliate.

We further request that:

1. 200 membership flyers be supplied to this office for use in membership recruitment,

2. a current listing of ASCD members residing in Europe be sent to this office for local recruitment, and
3. ASCD provide us with some ideas for activities carried on by local affiliates that have proven successful which we could use as a base to begin our own activities.

Thank you for your consideration and any assistance you can give us in our efforts to establish this affiliate.

Sincerely,

Robert Lykins
ASCD-Germany
Leadership Team Chairperson

Enclosures
Liaison Reports--NCATE (National Council for Accreditation of Teacher Education)

In their October 1981 meeting the NCATE Coordinating Board voted to award to ASCD a three-year term of membership on the National Council. President-elect, O.L. Davis, Jr., will attend a meeting of the Council in Nashville, March 6-8, as ASCD's representative. Membership on the council advances the professionalism of curriculum leaders and supervisors and provides ASCD's support to higher education programs.

This action follows a relationship between ASCD and NCATE which was established several years ago. In March 1977 the Executive Council approved a plan which resulted in work on the document, Standards and Guidelines for Evaluation of Graduate Programs Preparing Curriculum Leaders. These standards were received and approved by the Executive Council in June 1980; we have sent copies to many colleges undergoing accreditation.
IMPLEMENTATION RECOMMENDATIONS
AGENDA FOR ACTION 1981-82
EDUCATIONAL LEADERS CONSORTIUM

September 22, 1981

GOAL: Generate support for public elementary and secondary education at the local, state and national levels.

OBJECTIVE 1: Place the development of human capital as a top priority in the White House and Congress.

STRATEGY: Get non-education organizations and individuals to act as advocates in carrying the message to the White House and Congress.

TACTICS: ■ See Dick Lesher, President, U.S. Chamber of Commerce
■ Approach the Business Roundtable
■ Approach the American Enterprise Institute
■ Approach the Huron Institute
■ Others

OBJECTIVE 2: Emphasize the importance of public schools to the development of human capital.

STRATEGY: Detail the economic benefits of education AND the costs of educational neglect.

TACTICS: ■ Commission studies to develop the information
■ Disseminate the information to key groups

OBJECTIVE 3: Reinstute the partnership of private business and the public schools at all levels—local, state and national.

STRATEGY: National organizations work with national business interests to sensitize them to what is happening in education and the importance of that to business.

TACTICS: ■ Meet with key business leaders
■ Work with state and local education leaders to enlist their help in similar efforts on the state and local levels
■ Others
OBJECTIVE 4: Build public commitment to and support for the institution of public education (suggested new wording).

STRATEGY: Promote the building of coalitions with groups outside education to advocate the importance of public schools (formerly Objective 4 Statement).

TACTICS:
- Encourage the development of a national citizens committee for public education
- Encourage the development of state and local citizens committees for public education
- Commission a study to identify arguments to be made in presenting "the case for public education"
- Disseminate arguments developed to key groups
- Others

OBJECTIVE 5: Defeat tuition tax credits for private elementary and secondary schools.

STRATEGY: Work through the National Coalition for Public Education.

TACTICS:
- Support tactics developed by the National Coalition for Public Education
- Others

OBJECTIVE 6: Retain the Department of Education as a cabinet-level position to ensure that matters of education are considered at the highest policy level.

STRATEGY: Establish a continuing ELC committee to focus on this issue until it is resolved.

TACTICS:
- Build coalitions
- Develop information programs
- Develop a "party line" for use by various organizations—specific statements that could be made to support continuation of the department
- Others
1. Utilizing Advanced Technology

Computers, computer software, video disks, teaching machines and other technologies are becoming increasingly available for school use. Many schools are incorporating these technologies as supports for their educational programs. With this proliferation of computers, related technologies, and various softwares, there is an increasing need for all educators to understand not only the mechanics of the materials and equipment, but the assumptions implicit in their use. If educators lack this understanding, the new technologies may become ends in themselves.

Therefore, ASCD should furnish guidelines for the effective use of these technologies in the classroom. This information can be delivered via a yearbook, an issue or issues of Educational Leadership, and/or special institutes.

2. Reaffirmation of Equity and Cultural Pluralism

ASCD recognizes, values, and encourages equity and cultural diversity as major goals of education in our pluralistic society. ASCD expresses its continued support and urges members and all national leaders as well to demonstrate support of equal opportunity, multicultural and multiethnic education, affirmative action, and professional development without regard to race, religion, sex, and national origin.

ASCD hereby reaffirms the Association's commitment by systematically assessing the activities of the Association and by publically stating its position on issues of equity and cultural pluralism.
3. Martin Luther King, Jr. Commemorative Day

The United States has a tradition of setting aside special days to recognize persons who have made significant contributions to American culture. Martin Luther King, Jr. was an American who through his actions heightened the national consciousness regarding the right of all people to the American promise. He addressed issues relating to peace, justice, equality, and education.

It is only fitting that a day be set aside for commemorating Dr. King's birthday.

Therefore, ASCD should support the establishment of Martin Luther King, Jr.'s birthday, January 15, as a national commemorative day. This view should be made known to the appropriate government agencies.

4. Child Abuse and Child Neglect

Child abuse and child neglect continue to be major problems. Educators are in a unique position to identify and report suspected cases of child abuse and child neglect.

ASCD, through its publications and conferences, should disseminate information on detection and the use of resources of school districts, other related agencies, and the law in dealing with such cases.

5. Controversial Issues

Currently, issues such as tax credits, censorship, minority rights, women's rights, and creationism vs. evolutionism are receiving national attention. Whether individuals consider these issues as having positive or negative effects on education depends greatly upon their educational, philosophical, social, and political views and beliefs.
5. Controversial Issues (continued)

Without compromising the principles of the organization, ASCD should develop guidelines and disseminate information that would suggest ways of processing diverse views on major issues affecting education.

6. Minority Group Participation

ASCD has gone on record as a supporter of minority group participation in the affairs of the Association (67, 69, 75, 77).

In order to promote continuation and expansion of minority group participation in association activities, ASCD should develop, maintain, and make accessible to ASCD staff members and/or committees an information profile on minority members.

7. Career Education-Vocational Training

In many instances career education and vocational training bear little relationship to each other. This lack of articulation often prevents students from gaining accurate perceptions of career and vocational opportunities.

Therefore, ASCD should through its publications and conferences foster an awareness of articulation problems and suggest ways of linking components of these programs.

8. Cost of National Curriculum Study Institutes

The total cost of attending NCSI's is very expensive. This high cost limits the number of people who could benefit from these worthwhile staff development activities.

ASCD should review the cost and location of the institutes for the purpose of making these workshops more accessible to its membership.
Bilingual Education

When a district chooses to have a bilingual program, it should be permitted the flexibility necessary to develop instructional approaches which address local needs. Each district should be accountable for developing, monitoring, assessing, and improving its bilingual program.

ASCD should disseminate through its publications suggestions for developing such bilingual programs.

Censorship

ASCD recognizes that censorship limits students' access to information. Such action reduces the range of information available to students and violates their right to explore ideas.

ASCD should specifically state its opposition to any form of censorship and encourage its membership to take those actions necessary to assure students free access to all available information.

Education in the New Federalism

We are entering a period of a new federalism, with responsibility for determining the use of federal monies being returned to state and local districts. Such federal withdrawal from specific programs, accompanied by a possible reduction in funds, could lead to a setting of priorities that may counter social and educational advancements accomplished in recent years.

ASCD is in a unique position to encourage its membership to generate plans for dealing with education in an era of New Federalism and should provide guidelines for such actions via its publications and institutes.
II. State Mandated Curricula

While educators realize and accept the concept of cooperative planning regarding the general organization of educational programs, they accept that the key responsibilities for incorporating specific elements of content and/or methods of instruction rest with those professionals charged with the planning and management of curricula.

Currently, the issue of states mandating what specific topics will be taught has been debated in the courts.

ASCD should publicly state its opposition to the idea that governments, either national, state, or local, have the right to mandate the specifics of any content area of the curriculum. The Association should seek to counter any efforts at making governmental mandates a reality.
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<td>1 year before Election (1982)</td>
<td>Selection Comm. meets &amp; selects Nominating Comm. (to include 2 from prev. yr)</td>
<td>Summer issue of Update announces chairman &amp; asks members to send suggestions for candidates to chairman.</td>
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<td>Nominating Committee receives information on candidates.</td>
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<td>Year of Election (1983)</td>
<td>Nominating Comm. meets, selects slate, ...</td>
<td>...and sends ...Biographical info and pictures requested from slate by 9/15</td>
<td>Ballot in mail</td>
<td></td>
<td></td>
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<td>Ballot to be returned by 11/15</td>
<td>Teller counts ballots. All candidates notified. Terms begin following March</td>
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<td>BOARD ELECTION</td>
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<td>(1982) Upcoming Pres. appoints a 4 member committee with new Pres-elect as chmn &amp; 3 members of Council who were elected from Board to select a 3 member Nominating Committee from among the Bd.</td>
<td>Selection Comm. ...and selects Nominating Comm. May 1 meets</td>
<td>Biographical info Ballots mailed and pictures requested from slate by end of Sept.</td>
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<td>Teller counts ballots. All candidates notified. Terms begin following March</td>
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Attachment X
NATIONAL ELECTION 1983 slate--terms beginning in March 1984

March 1981 Three members of the Board elected (3 names selected from 6 submitted at the meeting) in St. Louis to serve with three members of the Executive Council...

3 members elected: Robert Hohman (OH)  
Geri Strader (TX)  
Judy Minnehan (KY)

June or October 1981 Executive Council selects three of its members...

Alice Houston (OK)  
Bob Taylor (CO)  
Gwyn Brownlee (TX)

to make up a Selection Committee of six people to select the Nominating Committee to prepare the 1983 slate.

The above six people to select the *9 people to recommend to the Board to serve on the Nominating Committee.

March 1982 The above six people to meet early in Anaheim to complete the list of *9 names. They are to include two members of the Nominating Committee for the previous year. The President who is in office during the election will choose one of these two to serve as chairman. In the selection of members of the Nominating Committee, a reasonable balance of membership shall be sought in terms of professional employment, geographical area, race, ethnic origin, and sex. All members of this committee shall be national ASCD members and have demonstrated active interest in the ASCD.

The letter asking individuals to serve on the Nominating Committee should indicate that their attendance at the Annual Conference in Houston and at any committee meetings during the Conference is imperative; that service will interfere with other activities at the Conference.

Soon after the Anaheim Conference, The Executive Director writes to each of the nine Nominating Committee members confirming their appointment (since their nomination to the committee must be approved by the Board of Directors before it is final), stating who the chairperson will be.

A notice goes into the ASCD Update in the summer of 1982 giving the name and address of the chairperson and asking that members send in names, biographical information and give as much information as possible about the candidate's activities in state and national ASCD. They are asked to state their supporting reasons in terms of contributions to education as a whole.
Before finalizing their choices the Nominating Committee should verify the appropriate membership status of each nominee and should ascertain the willingness of each person to be a candidate. In this process, when informing candidates of their nomination, the committee may disclose to each candidate the names of other candidates being nominated for the same position.

Beyond this disclosure the names of nominees are to be kept confidential. The entire slate is to be certified to the Executive Director by the chairperson of the Nominating Committee soon after the Annual Conference and no later than June 1.

Candidates who accept should be informed that in accord with the tradition of ASCD, NO CANDIDATE OR THEIR FRIENDS SHALL ENGAGE IN ORGANIZED CAMPAIGNING ACTIVITIES OR DISTRIBUTION OF LITERATURE.

Three names to be submitted for each vacancy...
  President-Elect (3 candidates)
  Five vacancies on the Members-at-Large (15 candidates)

The Nominating Committee is asked to submit at least one alternate for the President-Elect position (list them in order of preference) and three alternates for Member-at-Large positions. We have had instances where as many as two candidates have had to withdraw before the election.

A picture and pertinent information is requested from each candidate and printed as a ASCD UPDATE type issue with a separate ballot enclosed and a return envelope addressed to ASCD National Election Teller with "National Election Ballot Enclosed, Use for Ballot Only" indicated. These ballots are received and held in the ASCD office UNOPENED until delivered to the Teller.

The Teller is appointed by the President of one of three ASCD units: District of Columbia, Maryland or Virginia. This service alternates between the three nearby units to avoid loss by mail delivery.

The Teller will make arrangements with the ASCD Editorial Section and Mailing House to monitor the mailing of the ballots. Inasmuch as this ballot must go third class because of the prohibitive first class mail cost, this ballot should be mailed no later than September 15 to be returned by November 15. However, the ballot and information will be mailed via first class mail to HAWAI'I and ALASKA and AIRMAIL to Foreign members.

The nominees receiving the highest number of votes shall be declared elected after the results are confirmed by the Teller in writing. Terms for those elected start March 1984.

* They should be ASCD members, not including any persons on the original 6-member Selection Committee.
** The Immediate Past President is to conduct a procedures briefing each year at the opening meeting of the Nominating Committee at the Annual Conference.
MEMORANDUM

TO: Alice Houston, Robert Hohman
    Bob Taylor, Geri Strader
    Gwynn Brownlee, Judy Minnehan

FROM: Gordon Cawelti, Executive Director

DATE: December 10, 1981

In accordance with the recommendations of the Review Council and the procedures established by the Board of Directors in Philadelphia in 1972, you are the Selection Committee "jointly appointed by the Executive Council and the Board of Directors" to select a Nominating Committee to prepare the slate for the 1983 national election. The Selection Committee should meet early during the 1982 Annual Conference in Anaheim to identify nine names to serve as the Nominating Committee for the 1983 national election. You should be prepared to submit the names of the persons selected at the final session of the Board of Directors for their approval.

Persons selected for the Nominating Committee should be ASCD members but not necessarily members of the Board of Directors; they should represent a reasonable cross section of the membership in terms of geographical area, professional roles, race, ethnic origin and sex. Their willingness to serve, if approved, should be sought in advance. ASCD staff in the Conference Headquarters Office in Anaheim will check with the National Office regarding membership, if requested.

Enclosed is a list of the Nominating Committee for the 1982 National Election. In accordance with the nominations code, the chairman of the Nominating Committee shall be a person who has served as a member of the Nominating Committee during the previous year. The President who is in office during the 1983 election will choose the chairman. In order to increase continuity, one other member of the previous year's Nominating Committee should be reappointed for the added year. The chairman of the 1982 Committee could recommend the two persons.

We thought it important to alert you to this responsibility early so that each of you could do some preliminary work in thinking of appropriate ASCD'ers to serve on the Nominating Committee. In this way, the amount of time you would have to spend in a meeting in Anaheim could be considerably reduced. If you need any assistance, we would be glad to help.

GC/bt
Enclosure
Mr. Jack Roberts, CHAIRMAN of NOMINATING COMMITTEE  
State Department of Education  
813 Broadway at Gill  
Knoxville, TN 37917  
615/637-3221 (w)  
615/584-2845 (h)  

Dr. Virgie Chattergy  
University of Hawaii  
1776 University Avenue  
Honolulu, HI 96822  
808/948-8111  

Ramon Claudio-Terado  
Calif S-39  
Mallorca, Guaynabo  
Puerto Rico 00657  
809/789-9768  

Dr. Jacqueline P. Clement  
Smith School West Wing  
Ballfield Road  
Lincoln, MA 01773  
617/259-9400  

Gwendolyn D. Cunningham  
Oaklawn Elementary School  
1810 Oaklawn Avenue  
Charlotte, NC 28216  
704/334-4661  

Dr. Virginia Macagnoni  
University of Georgia  
124 Aderhold Hall  
Athens, GA 30602  
404/542-1343  

Ms. Blanche Martin  
Winnebago County Courthouse  
712 Courthouse Bldg.  
Rockford, IL 61101  
815/987-3060  

Dr. Norman V. Overly  
Prof. of Education  
Chairman of Curriculum Dept.  
Indiana University  
Bloomington, IN 47405  
812/337-0498  

Curtis Walker  
341 S. Bellfield Avenue  
Pittsburgh, PA 15213  
412/622-3610
March 1982  Three members of the Board elected (3 names selected from 6 submitted at the meeting) in Anaheim to serve with three members of the Executive Council...

3 members elected:  
Kelley (AZ)  
Riley (NY)  
Bragman (TX)

June or October 1982  Executive Council selects three of its members...

to make up a Selection Committee of six people to select the Nominating Committee to prepare the 1984 slate.

The above six people to select the *9 people to recommend to the Board to serve on the Nominating Committee.

March 1983  The above six people to meet early in Houston to complete the list of *9 names. They are to include two members of the Nominating Committee for the previous year. The President who is in office during the election will choose one of these two to serve as chairman. In the selection of members of the Nominating Committee, a reasonable balance of membership shall be sought in terms of professional employment, geographical area, race, ethnic origin, and sex. All members of this committee shall be national ASCD members and have demonstrated active interest in the ASCD.

The letter asking individuals to serve on the Nominating Committee should indicate that their attendance at the Annual Conference in New York** and at any committee meetings during the Conference is imperative; that service will interfere with other activities at the Conference.

Soon after the Houston Conference, the Executive Director writes to each of the nine Nominating Committee members confirming their appointment (since their nomination to the committee must be approved by the Board of Directors before it is final), stating who the chairperson will be.

A notice goes into the ASCD Update in the summer of 1983 giving the name and address of the chairperson and asking that members send in names, biographical information and give as much information as possible about the candidate's activities in state and national ASCD. They are asked to state their supporting reasons in terms of contributions to education as a whole.
Before finalizing their choices, the Nominating Committee should verify the appropriate membership status of each nominee and should ascertain the willingness of each person to be a candidate. In this process, when informing candidates of their nomination, the committee may disclose to each candidate the names of other candidates being nominated for the same position.

Beyond this disclosure the names of nominees are to be kept confidential. The entire slate is to be certified to the Executive Director by the chairperson of the Nominating Committee soon after the Annual Conference and no later than June 1.

Candidates who accept should be informed that in accord with the tradition of ASCD, NO CANDIDATE OR HIS/HER FRIENDS SHALL ENGAGE IN ORGANIZED CAMPAIGNING ACTIVITIES OR DISTRIBUTION OF LITERATURE.

Three names to be submitted for each vacancy...
- President-Elect (3 candidates)
- Executive Council - 1 vacancy (3 candidates)
- Member-at-Large - 5 vacancies (15 candidates)

The Nominating Committee is asked to submit at least one alternate for the President-Elect position (list them in order of preference), one alternate for Executive Council, and three alternates for Member-at-Large positions. We have had instances where as many as two candidates have had to withdraw before the election.

A picture and pertinent information is requested from each candidate and printed as an ASCD UPDATE type issue with a separate ballot enclosed and a return envelope addressed to ASCD National Election Teller with "National Election Ballot Enclosed, Use for Ballot Only" indicated. These ballots are received and held in the ASCD office UNOPENED until delivered to the Teller.

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The nominees receiving the highest number of votes shall be declared elected after the results are confirmed by the Teller in writing. Terms for those elected start March 1985.

* They should be ASCD members, not including any persons on the original six-member Selection Committee.
** The Immediate Past President is to conduct a procedures briefing each year at the opening meeting of the Nominating Committee at the Annual Conference.