ASCD BOARD OF DIRECTORS MEETING

March 4 and 7, 1983
East Section of the
Imperial Ballroom

Hyatt Regency Hotel
1200 Louisiana Street
Houston, Texas

AGENDA

Day/Date

FRIDAY, March 4, 1983

7:30-9:00 a.m. Registration for those board members who have pre-registered by mail

7:45 a.m. East Section of the Imperial Ballroom
Briefing of new board members by
President-Elect Larry Finkel

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

O. L. Davis, Jr., Presiding

1. Introduction
   • President's remarks
   • Conference overview
   • Approval of previous minutes

2. Election results announced
   • persons elected to Executive Council from National and Board elections
   • new members of Board of Directors
   • President-Elect

3. Report on actions taken to follow up on 1982 resolutions

4. Initial report of Resolutions Committee
   (Joanne Martin-Reynolds)
5. Receive Review Council report (Della Dora)

6. Appoint three-person nominating committee to recommend slate for two vacancies to replace Chair of ASCD Leadership Foundation Board of Trustees (Don Frost) and position of Elizabeth Manera, whose term expires in 1983. Slate to be voted on at Monday's board meeting

7. Program development activity report (Long)
   - Report on 1982-83 NCSI schedule
   - Receive suggestions on proposed 1983-84 NCSI schedule
   - Report on 1983 doctoral dissertation awards
   - Discuss procedures for generating ideas for 1983-84 program development

8. Budgetary matters
   - Report of Executive Council budget subcommittee (Robinson)
   - Review FY '82 auditor's report (Cawelti)
   - Review FY '83 budget execution
   - Action on preliminary estimate of FY '84 budget
   - Action on recommendation to continue with Singleton and Ribis, auditors, for FY '84

9. Presentation of ASCD five-year plan procedures
   - Roundtable discussion for obtaining Board of Directors suggestions for plan

10. Report on publications program (Brandt)

11. Report on affiliated unit activity (Berreth)
    - Report from Germany ASCD (Firlik)
    - Report on proposed England ASCD (Cawelti)

12. Progress report on ASCD Leadership Foundation Fund (Frost)

13. Conduct ballot vote for the Selection Committee to select the Nominating Committee for the 1984 Board of Directors election. (Elect three.)
14. Nominate at least six persons and conduct ballot vote to elect three from the Board of Directors to serve with three Executive Council members (to be selected in October 1983) on the Selection Committee to appoint the Nominating Committee for the 1985 National election.

15. Discussion of Review Council Report

16. Discuss usefulness of ASCD calendar

17. Discuss issue whereby majority of 38,000 national members are ineligible for office. (Most board members are elected from the 15,000 affiliated unit membership.)

18. **Action** on policy for determining whether ASCD officially affiliates with other organizations or projects

19. Report on policy analysis activity during current year

**MONDAY, March 7**

3:30-4:30 p.m. Convention Center, Room 201 (immediately following the business meeting)

1. **Action** on report of the Selection Committee to Nominate the 1984 Nominating Committee (National election). (Appointed in March and October of 1982.)

2. Board Selection Committee (item 13) announces the three members of the Nominating Committee for the 1984 Board of Directors election.

3. **Vote** on slate prepared by nominating committee (item 6 on page 2 of this agenda) for ASCD Leadership Foundation Board of Trustees. (Need Chair and one Trustee.)

Minutes of the Meeting of the Board of Directors

March 4 and 7, 1983
Houston, Texas
# ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

**Minutes of the Meeting of the Board of Directors**

Houston, Texas  
Imperial Ballroom  
March 4 and 7, 1983  
Hyatt Regency Hotel

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minutes Approved.</td>
<td>1</td>
</tr>
<tr>
<td>Election Results Announced.</td>
<td>1</td>
</tr>
<tr>
<td>Review Council Report.</td>
<td>2</td>
</tr>
<tr>
<td>Resolutions Process Reviewed.</td>
<td>3</td>
</tr>
<tr>
<td>Nominating Committee Appointed to</td>
<td></td>
</tr>
<tr>
<td>Recommend Slate for Leadership</td>
<td></td>
</tr>
<tr>
<td>Foundation Trustee Vacancies</td>
<td>3</td>
</tr>
<tr>
<td>Program Development Report.</td>
<td>3</td>
</tr>
<tr>
<td>National Curriculum Study Institutes</td>
<td>4</td>
</tr>
<tr>
<td>1983 ASCD Doctoral Dissertation Awards</td>
<td>4</td>
</tr>
<tr>
<td>Budget Balance Sheet as of August 31, 1982</td>
<td>5</td>
</tr>
<tr>
<td>1983 Estimated Actual and 1984 Budgets</td>
<td>6</td>
</tr>
<tr>
<td>Auditors Approved for FY 1984</td>
<td>6</td>
</tr>
<tr>
<td>Publications Program Report.</td>
<td>6</td>
</tr>
<tr>
<td>Affiliated Unit Activity Report.</td>
<td>7</td>
</tr>
<tr>
<td>• Michigan Artwork.</td>
<td>8</td>
</tr>
<tr>
<td>ASCD Leadership Foundation Fund Report</td>
<td>8</td>
</tr>
<tr>
<td>Germany-North ASCD.</td>
<td>9</td>
</tr>
<tr>
<td>Five-Year (Long-Range) Plan Discussion</td>
<td>9</td>
</tr>
<tr>
<td>Selection Committee Named to Select the Nominating Committee for the 1984 Board of Directors Election.</td>
<td>9</td>
</tr>
<tr>
<td>Conference Evaluation.</td>
<td>10</td>
</tr>
<tr>
<td>Review Council Interview.</td>
<td>10</td>
</tr>
<tr>
<td>ASCD Calendar Discussed.</td>
<td>10</td>
</tr>
<tr>
<td>Policy Analysis Activity.</td>
<td>10</td>
</tr>
<tr>
<td>March 4 Meeting Adjourned.</td>
<td>10</td>
</tr>
<tr>
<td>Monday, March 7.</td>
<td>11</td>
</tr>
<tr>
<td>Report of the Selection Committee (National Election)</td>
<td>11</td>
</tr>
<tr>
<td>Report of the Selection Committee (1984 Board Election)</td>
<td>11</td>
</tr>
<tr>
<td>Leadership Foundation Board of Trustees Vacancies Filled.</td>
<td>11</td>
</tr>
<tr>
<td>Board Action on 1983 Resolutions.</td>
<td>12</td>
</tr>
</tbody>
</table>
Minutes of the Meeting of the Board of Directors

March 4 and 7, 1983
Houston, Texas

Presiding: O. L. Davis, Jr.

* * *

The meeting of the ASCD Board of Directors was called to order by President O. L. Davis, Jr., at 9:00 a.m. on Friday, March 4, 1983. Delmo Della-Dora served as parliamentarian and Anita Fitzpatrick recorded the minutes. In addition to the Board of Directors, the following attended:

ASCD Staff: Diane Berreth, Associate Director; Ronald Brandt, Executive Editor; John Bralove, Business Manager; Gordon Cawelti, Executive Director; Anita Fitzpatrick, Administrative Assistant; Ruth Long, Associate Director; and Barbara Marentette, ASCD Leadership Foundation Fund Coordinator.

Review Council: Delmo Della-Dora, Chair (CA); Gerald Firth (GA); Charles Kingston (OR); Elizabeth Randolph (NC); and Glenys Unruh (MO).

Leadership Foundation: Dr. Donald Frost

President Davis welcomed the group to Houston and noted that this year marks the 40th anniversary of ASCD. He talked about the evolution of the group that provided the foundation for an ASCD involved in the function of improvement and practices in schools. He expressed his hope that the duration and success of ASCD would continue to be reflected in the commitment of the governing body and membership.

Minutes Approved

It was MOVED by Marva Miller (TX) and SECONDED by Fran Hunkins (WA) to approve the minutes of the 1982 Board of Directors meeting. MOTION CARRIED.

Election Results Announced

President Davis announced the results of the 1982 National and Board Elections:
National Election

President-Elect: Phil Robinson (MI)
Executive Council Members: Robert Hanes (NC)
                    Elizabeth Lane (TN)
Members at Large of the
  Board of Directors: Roger Bennett (WI)
                    Doris Brown (MO)
                    Geneva Gay (IN)
                    Arthur Roberts (CT)
                    Arthur Steller (OH)
Review Council Member: Barbara Day (NC)

Board Election

Executive Council Members: Marcia Knoll (NY)
                    Bob Sigmon (VA)

Review Council Report

Delmo Della Dora (CA), Review Council Chair, introduced the other
members to the board and referred to the document, "Highlights of
1983 Report" (yellow document mailed prior to the meeting). A com-
plete report was distributed to the board and Mr. Della Dora reviewed
the recommendations and responses to those recommendations undertaken
to date. He said (1) the review of ASCD constitutional purposes
would continue and that purposes 3, 4 and 5 are being addressed in
1982-83; (2) work on the Policy Handbook would continue now that it
has been numerically classified, policy and procedure would be two
separate parts of the handbook, and a process for eliminating obso-
lete policies would be devised; (3) affiliated units will be encour-
aged to continue their self-assessment of ASCD purposes with the help
of ASCD staff; and (4) governance and staff were requested to give
particular attention to ways in which emerging issues can be identi-
fied and dealt with in 1982-83 as they plan programs and activities
so that they can be more pro-active in addition to being re-active
in dealing with important issues.

A portion of the membership and the entire board were surveyed con-
cerning achievement of ASCD purposes 3, 4, 5, and 8, and the results
reviewed in appendix A of the complete Review Council Report dis-
tributed at the meeting.

The Review Council, in addition to continuing review of ASCD purposes,
presented the recommended activities found in attachment 3. Later in
the meeting, purposes 3 through 8 found on page 2 of the yellow docu-
ment, "Highlights of 1983 Report," mailed prior to the meeting, were
discussed in detail. Recommended activities listed in attachment 3
were well-taken and of particular interest to the group was recom-
mandation number 6, Tracking Demographic Data for ASCD Members. Mr.
Della Dora said the intent is to know who "we" are as a body in re-
gard to distribution of jobs held, years of experience in ASCD, sex,
race, ethnicity, etc. He emphasized that specific information in
this regard would be extremely helpful in involving minorities in association activity, even though providing such information is strictly voluntary. After further discussion,

It was MOVED by George Woons (MI) and SECONDED by Ann Converse Shelly (WV) to accept the report of the Review Council. MOTION CARRIED.

Resolutions Process Reviewed

President Davis asked President-Elect Finkel to review the resolutions which would be discussed at the Open Hearing on Resolutions. Mr. Finkel then reviewed the resolutions procedures (attachment 4) and urged board representatives to convey to their affiliate units how important the resolutions process is in getting things done within the association. He said any changes should be made at the Open Hearing before the Annual Business Meeting where they would be submitted to vote. He emphasized that the Executive Council had spent considerable time discussing the resolutions process and urged that the affiliate units take advantage of it so that when the call is made for resolutions, they can respond. He added that the Executive Council will report back with information on how resolutions have been acted upon.

Nominating Committee Appointed to Recommend Slate for Leadership Foundation Trustee Vacancies

President Davis appointed the following to serve on a nominating committee to recommend a slate for two vacancies to replace the chair of the ASCD Leadership Foundation Board of Trustees, and a vacancy created by one expired term:

Denise Clyne (AK), Chair
Laurel Tanner (NJ)
James House (MI)

President Davis encouraged board members to contact this group with suggestions on who should be included on the ballot.

Program Development Report

Ms. Long referred to Annual Report page 40 and highlighted program development ideas to familiarize new board members with association activity. She said program development consists of projects approved each year by the Executive Council, and that topics are those found in the constitution, concerns in the areas of supervision and instruction, and reflect the importance of ideas and the people involved in the projects. Ms. Long said the people are selected by the Executive Council based on their competence and experience in the specific area, and reflect diversity in race, sex, and geographical distribution. When the committee is appointed, it is given the purpose, the background, the result or product to come out of its efforts (publications, position statement, etc.), time period, budget, and beginning date. The Executive Council Program Development Subcommittee is another
source of ideas and recommendations.

This year the program development budget is $50,000 and in October eight projects were approved (see Annual Report pages 40-45). Ms. Long urged board members to contact her if they wanted to be in touch with any of the people involved in the projects. She also urged them to contact her if they would like to be involved in program development, saying the Executive Council would begin the process for determining the next program development projects at its June meeting.

National Curriculum Study Institutes (NCSI)

Ms. Long reviewed the 1982-83 NCSI schedule (Annual Report page 49 and attachment D of the Attachments mailed prior to the meeting). She said that this is the ninth year NCSIs had been held and that there were forty scheduled for the coming year. Evaluative data was reviewed and Mr. Hohlman (OH) commended Ms. Long and her responsiveness to the requests of the Board of Directors to hold NCSIs in specific locations.

Ms. Long referred to the tentative 1983-84 NCSI series (attachment E of Attachments mailed prior to the meeting) and explained the coding system. She said this series reflects a great deal of effort with special attention to board suggestions, affiliate unit presidents' suggestions on specific topics in specific locations, and repeat subjects recommended by the Review Council membership survey. She called attention to the fact that some of the sites are schools because of the interest expressed in school locations reported on in Educational Leadership or Update.

Ms. Long said the process at this meeting would be for the board to review the tentative 1983-84 schedule and provide her with suggestions. She went on to say that planning would begin immediately based on the ideas supplied by the board with regard to topics and consultants, and that she wanted to have a brochure to them by the time school starts next fall.

Ms. Liebowitz (NJ) commended Ms. Long for instituting the Saturday NCSIs and requested that two-day weekend NCSIs be considered because of the difficulty many people have getting to weekday institutes. Mr. Estes (GA) emphasized that Ms. Long is just one person and that the board should help identify minority consultants for the institutes.

President Davis supported the importance of naming minorities from the membership to be used as consultants for both the NCSIs and other activities, and he also cautioned that attention should be given to geographical distribution, sex and professional ability. He then repeated Ms. Long's request for program suggestions, asking that they be submitted in writing to Ms. Long by mid-April or as soon as possible after that date.

1983 ASCD Doctoral Dissertation Awards

Ms. Long said it was a pleasure to announce the winners of the 1983
ASCD Doctoral Dissertation Awards:

**Curriculum:**
Dr. Steven B. Baruch  
University of Wisconsin, Milwaukee

"Factors Affecting the Process of Curriculum Formation in the Milwaukee Public Schools July 1955 to June 1976"

**Instruction:**
Dr. Susan Bloom  
University of Kansas

"Expectancy Motivation Theory and School Outcomes"

**Supervision:**
Dr. Karl H. Clauset, Jr.  
Boston University

"Effective Schooling and Systems Dynamics Policy Study"

and

Dr. Shirley A. McFaul  
University of Houston, Central Campus

"A Case Study of the Implementation of Peer Clinical Supervision in an Urban Elementary School"

A breakfast was scheduled for winners and the panel members on Sunday at the annual conference, and the winners will be announced and presented with a plaque at the Second General Session. In addition, the papers were scheduled to be presented on Sunday and Monday at the conference.

**Budget Balance Sheet as of August 31, 1982**

President Davis asked Mr. Cavelti to review the auditor’s report and budget execution. Mr. Cavelti pointed out increased revenues due to the Human Resource Development = Productivity (HRD=P) program and the 1982 annual conference, the buildup of cash reserves, and reminded the group that the officers must approve any differential amounting to more than 10% per item. He said the staff has been very conscious of the economy, cost-cutting where possible, but are fortunate to have fixed costs in terms of the ASCD headquarters building. He reported that the building had been purchased for less than $800,000 but is now valued at $1,300,000. He noted that part-time staff is employed in order to save on employee benefits, the telephone system utilizes computer access to select the least expensive route, word processing is underway which will reduce the number of personnel necessary to process large amounts of information, and that he is generally pleased with the financial state of ASCD. He pointed out some entrepreneurial activities that have contributed financially to ASCD revenue, such as HRD=P, the staff development contract program, the Pennsylvania study council, and the March of
Dimes grant.

1983 Estimated Actual and 1984 Budgets

Mr. Cawelti said the 1983 estimated budget had been conservative because of economic uncertainty, but that there will be some slight increase in membership, publications sales, NCSIs, and HRD=P, which has become a substantial source of revenue. He said many other associations are not doing well, but thus far ASCD is, and he said he does not recommend a dues increase, but rather favored using the other revenue-producing areas to avoid such action.

Mr. Cawelti said he is recommending a 1984 first draft budget of $3,361,500 to the Board of Directors and suggested more funding for program development. He said with regard to employee salaries that the Executive Council had approved a differentiated level of increase so that lower incomes would receive higher increases, and Mr. Woons (MI) thanked the Executive Council for doing this in response to the board's suggestion.

Mr. Cawelti then reported that the suggested 1984 budget would bring ASCD closer to its reserve cash goal and that this would be reevaluated at the time the goal was reached.

After a brief discussion and question and answer period,

Bob Anderson (TX) MOVED and Robert Hanes (NC) SECONDED the motion to approve the preliminary estimate of the FY 1984 budget. MOTION CARRIED.

It was noted that ASCD membership is one of the best bargains in education today, and the group vocally indicated its agreement with this sentiment.

Auditors Approved for FY 1984


MOTION CARRIED.

Publications Program Report

Mr. Brandt presented the Publications Report found on Annual Report pages 25-39 to the Board of Directors for review and discussion. He said that a September issue of Educational Leadership would be published for the first time this year, and that there would be one issue combining December and January. He reviewed the status of publications (page 28 of the Annual Report) and went on to explain the effort to analyze the publications program in relation to the eight purposes listed in the ASCD constitution. He said such an analysis is hampered by the fact that most of the purpose statements include multiple goals.
Mr. Brandt pointed out themes planned for 1983-84 on page 30 of the Annual Report, and urged board members to encourage people in their states to submit articles if they have something to say on the theme. He referred to the analysis of unsolicited and solicited articles published on page 34, saying that competition is keen because of the large number of high-quality papers submitted each year. Mr. Brandt said the publications committee and others are asked to review manuscripts being considered for publication.

Mr. Brandt said that he had been authorized by the Executive Council to survey the membership to determine how people felt about yearbooks. Returns received by March 2 showed that 60% felt yearbooks are of "high value," 29% indicated "average value," and 11% indicated "low value." Based on these results, the Publications Committee was to meet at the conference to plan for future yearbooks and to choose a theme for the 1986 yearbook.

In answer to a question, Mr. Brandt said the Executive Council had authorized publication of a single prototype issue of a new scholarly journal, Perspectives on Practice, to be edited by President O. L. Davis, Jr. President Davis said this refereed journal would provide perspectives on professional issues in curriculum and supervision. It will include research reports but will not be a duplication of journals published by AERA. He went on to say that the call for papers is out, and that he encouraged research people in "our field" to submit.

President Davis called the attention of the board to page 27 of the Annual Report which listed awards received by ASCD publications. He said he felt these awards should be better publicized and said these are special honors awarded by professional peers in journalism as a means of recognizing the high quality of ASCD publications.

**Affiliated Unit Activity Report**

President Davis introduced Diane Berrehth, Associate Director, who joined the ASCD staff in September, 1982. She expressed her pleasure at being at her first ASCD annual conference saying she had already been able to get to know many board members through affiliate activity.

Ms. Berrehth referred to Annual Report pages 55-60 regarding affiliate membership (54 unit organizations), the 1982 Presidents Leadership Conference held last May in Alexandria, the Annual Executive Secretaries Luncheon, ASCD Legislative Network activity, and the Ad Hoc Affiliate Advisory Committee, which met in Alexandria in February. She also reported that the Board Credentials Committee, which was formed on the recommendation of the Affiliate Advisory Committee to credential alternates at the board meeting, had assisted with board registration.

Ms. Berrehth reviewed the services (page 56 of the Annual Report) provided to affiliate units since March 1982, and then addressed the affiliate survey conducted in November 1982, affiliate problems and
national responses, affiliate accomplishments and resources, and national ASCD issues and initiatives (page 57 of the Annual Report).

Ms. Berreth thanked the affiliates for their contributions of artwork to national headquarters, saying they were an excellent example of the commitment of affiliates to ASCD and added a great deal to the quality of the working environment. She presented slides of artwork received since March, 1982, from Utah, Missouri, Arizona, Iowa, Washington, Hawaii, Nebraska, New Jersey, and Virginia. Ms. Berreth conveyed her appreciation, on behalf of the staff, to the affiliates for the obvious care they showed in selecting artwork for national headquarters.

- Michigan Artwork

Virginia Sorensen presented Michigan's artwork on behalf of Dixie Hibner, who could not be at the board meeting. Ms. Sorensen said the enameled sculpture depicting chickadees perched on pine branches was commissioned by Michigan ASCD and created by Norman Brumm, whose sculptures have been presented as gifts to Betty Ford, Presidents Gerald Ford and Richard Nixon, and to prime ministers in Japan, Korea and Indonesia. Ms. Berreth thanked Ms. Sorensen and the Michigan affiliate for the sculpture and said the staff would look forward to receiving it.

Ms. Berreth continued her report, saying that she is trying to keep in touch with the affiliates by way of the Affiliate Action newsletter which is mailed to the presidents each month. She said the Board of Directors manual is in the process of being revised and that it will be ready sometime in May. She thanked the board for their patience with the number of surveys they have so willingly returned recently, and said the information they provided will be very helpful in determining long-range planning, program development, publications, and relationships with other state organizations. She then concluded her report with the reminder that the Presidents Leadership Conference would be held in New York City on May 12-14. She said the New York location was selected in order to familiarize affiliate leaders with the area hotels, restaurants, transportation and cultural activities so that they could enthusiastically support the 1984 annual conference location and answer any questions their constituents might have.

Doug Schermer (IA) expressed his appreciation for Ms. Berreth's visit to Iowa and her energetic responses to the affiliate units.

ASCD Leadership Foundation Fund Report

Don Frost, Chair of the Board of Trustees of the ASCD Leadership Foundation Fund, reported that only $12,000 had been contributed to the fund in the past year, and that six people had contributed half of that. He said ASCD has supported the efforts to get the foundation going, and has provided a staff member to make firm its commitment. He pointed out that the goal was $100,000 and that the funds would be directed after reaching that amount. Mr. Frost
urged the board as the leadership body of ASCD to communicate the importance and need for commitment by the membership, and he invited them to attend the open meeting to discuss the foundation. He said the first major project, "Training Leaders for Tomorrow," needs tremendous effort from the board, that the foundation is one of the best concepts conceived by the Board of Directors, and that once it is underway it is designed to support itself and maintain a separate identity.

Germany-North ASCD

Russ Firlik, president of the ASCD Germany-North affiliate, was welcomed by President O. L. Davis, Jr., and the Board of Directors. He reported on the events leading to affiliation, said the fledgling unit is very much involved in planning an April conference, that the membership drive is a major emphasis, and that Germany-South may also become a part of the existing affiliate. He said the affiliate newsletter has been well-received and that educators in that area are very eager for information, staff development, professional workshops, and other activities that could be facilitated by ASCD.

Mr. Cawelti said the Department of Defense Dependents Schools (DoDDS) was instrumental in bringing about the establishment of the Germany unit, and he said it was also key in setting up an administrators conference in May at Lakenheath Air Force Base outside London. Following that conference there will be an organizational meeting to explore the possibility of establishing an ASCD affiliate unit there.

Five-Year (Long-Range) Plan Discussion

Prior to the annual conference Mr. Cawelti had mailed to the board a seven-part document which reflects the preliminary effort of the Executive Council and staff to look ahead at ASCD's work for the next five years. This information was generated at a January Executive Council meeting. Mr. Cawelti asked the board to discuss the document in a roundtable setting and come up with their own analysis of what the issues are and the directions that should be taken in the years ahead. He requested that each table have one person record issues, suggestions, and solutions to be submitted to the recorder following the roundtable discussion.

The worksheets will be instrumental in the June Executive Council meeting discussions about the five-year plan. A report will be made to the Board of Directors following that meeting.

Selection Committee Named to Select the Nominating Committee for the 1984 Board of Directors Election

Nominations were opened to elect three from the Board of Directors to serve with three Executive Council members (to be selected in October 1983) on the selection committee to appoint the nominating committee for the 1985 national election:

It was MOVED and SECONDED to close the nominations. MOTION CARRIED.
Results: Anna Jolivet (AZ)  
Jean Marani (FL)  
Larry McGonigal (HI)  

Conference Evaluation

John Van Hoose, Chair of the Conference Evaluation Committee, distributed forms to be used to obtain conference evaluation data. He urged that the board complete and return these forms, and encourage others to do so. He emphasized that these forms provide feedback and important information that could be used in planning for next year's program.

Review Council Interview

Mr. Della Dora distributed an interview form and purposes 3, 5, and 8 from the ASCD Constitution. He asked that each board member conduct random interviews with conference participants to collect information which would give activity direction as it relates to ASCD purposes.

ASCD Calendar Discussed

The board discussed the pros and cons of continuing the practice of printing and mailing the ASCD calendar to the membership. After discussion a straw vote indicated that a majority did not use it and President Davis said this would be considered when the decision was made.

Policy Analysis Activity

President Davis encouraged the board to submit issues and ideas to be considered in terms of policy analysis. He said suggestions could be sent to him, or to the Executive Director or to President-Elect Larry Finkel by May 1. President Davis emphasized the importance of board input in this new initiative.

March 4 Meeting Adjourned

President Davis adjourned the meeting at 5:00 p.m. on Friday, March 4. He thanked the group for its consideration of many important issues and said he looked forward to working with them as Immediate Past President.

Mr. Kiser (IA) said he came to the end of the day with mixed feelings, good feelings in that there had been little confusion due to the information the staff had provided, but with some regret that it had proceeded so smoothly. He expressed his appreciation for the efficiency of the staff and President Davis' able leadership.

President Davis reminded the board that it would reconvene immediately following the Annual Business Meeting to be held on Monday.
Monday, March 7

President Davis called the meeting to order and asked Mr. Della Dora to again serve as parliamentarian.

Report of the Selection Committee (National Election)

The selection committee to nominate the 1984 nominating committee for the national election was appointed in March and October from the Board of Directors and the Executive Council (board - Wayne Berryman (TX), Dorothy Foley (NY), and Larry Kelley (AZ); council - Fran Hunkens (WA), Sid Estes (GA), and Bob Taylor (CO)). Mr. Hunkens served as chair of the committee and said the following slate had been prepared with careful attention to the guidelines set forth in the ASCD Nominations and Elections Code:

Edith Grimsley (GA)  Mattie Crossley (TN)
Mildred Ness (NY)    Robert Anderson (TX)
Marvin Greene (MI)   Rita Dunn (NY)
                      Robert McKean (CO)

According to the code, the recommended committee must also include two members from the committee of the previous year, and these are:

Richard Hart (ID)
Isobel Pfeiffer (GA)

X The president will select one of the two continuing members to serve as chairperson.

Mr. Hunkens MOVED to approve this slate.
Mr. Kiser SECONDED the motion. MOTION CARRIED.

Report of the Selection Committee (1984 Board Election)

The board selection committee announced the following three members to serve on the Nominating Committee for the 1984 Board of Directors election:

Barbara Jackson (District of Columbia)
Allan Dornseif (IL)
Donna Connor (WY)

Leadership Foundation Board of Trustees Vacancies Filled

Following a ballot vote, the following were selected to serve on the Board of Trustees of the ASCD Leadership Foundation:

Robert Anderson (TX)
Ellie Sbragia (AZ)
Board Action on 1983 Resolutions

The board was present for the Annual Business Meeting, during which the membership voted on resolutions resulting from the Open Hearing on Resolutions and the Resolutions Committee efforts.

Dennis Younger (MD) MOVED and Bob Valiant (WA) SECONDED approval of Resolutions 1, 2, 4, 5, 6, 7, 9, and 10. (See attachment 5). MOTION CARRIED.

It was requested that resolutions 3 and 8 (attachment 5) be pulled for discussion and consideration. After brief discussion,

Mr. Hunkins (WA) MOVED and Mr. Robinson (MI) SECONDED adoption of Resolution 3 as written. MOTION CARRIED

Mr. Valiant (WA) MOVED and Mr. Mcgonigal (HI) SECONDED adoption of resolution 8. After a brief discussion,

It was MOVED and SECONDED to AMEND the MOTION to replace in resolution 8 the word "bilateral" with "international," and replace "mutual inspection" with "cooperative international monitoring." Following a hand vote, the AMENDMENT CARRIED.

It was MOVED and SECONDED to AMEND the MOTION to insert in resolution 8 "the nuclear freeze issue and other possible" before "possible approaches to world peace." AMENDMENT CARRIED.

The question was called for and the ORIGINAL MOTION CARRIED.

Discussion on resolution 11 (attachment 2), which was tabled at the Annual Business Meeting, followed. Because this resolution addressed multiple issues and elicited a lengthy discussion,

It was MOVED and SECONDED that the Board of Directors go on record as having asked that the Executive Council prepare an appropriate resolution addressing the first paragraph in resolution 11, and the second paragraph be reworded to reflect the discussion of the Board of Directors. MOTION CARRIED.

The Executive Council was urged to consider resolution 11 carefully and Mr. Kiser (IA) suggested a study and development of a position paper with alternatives stating general opposition, the basis of the opposition, and obtain visibility through association publications. Ms. Conran (IL) requested that the Executive Director
communicate activity directed to this resolution through the mail, and that any study not be hurried.

President O. L. Davis, Jr. said that all suggestions would be taken into account when the Executive Council reviews the tabled resolution and responds to the concerns expressed at this meeting.

President Davis thanked the group for its attention to the business at hand and the meeting was adjourned at 5:30 p.m.
ATTACHMENTS

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

Executive Council Meeting
March 3 and 8, 1983
The Board Room
Sheraton Hotel
777 Polk Street
Houston, Texas

Board of Directors Meeting
March 4 and 7, 1983
Imperial Ballroom
Hyatt Regency Hotel
1200 Louisiana Street
Houston, Texas
## ASCD

### Program Area Income Statement

**For the Year Ending August 31, 1982**

### Membership

<table>
<thead>
<tr>
<th>Income (Dues)</th>
<th>$1,463,927</th>
<th>% of Total</th>
<th>51.9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>$311,389</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Distribution</td>
<td>109,052</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringes (10.5%)</td>
<td>82,723</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>26,422</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultant Fees</td>
<td>12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$543,586</td>
<td></td>
<td>20.3</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$920,341</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Publications

<table>
<thead>
<tr>
<th>Income from sales, rentals, subscriptions, advertising</th>
<th>$806,995</th>
<th>28.6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing, etc.</td>
<td>$471,255</td>
<td></td>
</tr>
<tr>
<td>Publications Comm.</td>
<td>3,740</td>
<td></td>
</tr>
<tr>
<td>Yearbook Comm.</td>
<td>379</td>
<td></td>
</tr>
<tr>
<td>Membership Distrib.</td>
<td>109,052</td>
<td></td>
</tr>
<tr>
<td>Journal advertising</td>
<td>1,921</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringes (24.2%)</td>
<td>190,657</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>65,506</td>
<td></td>
</tr>
<tr>
<td><strong>Total Production</strong></td>
<td>$842,430</td>
<td>31.5</td>
</tr>
<tr>
<td>Fulfillment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handling</td>
<td>$53,203</td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>69,555</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringes (6.6%)</td>
<td>51,997</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>17,865</td>
<td></td>
</tr>
<tr>
<td><strong>Total Fulfillment</strong></td>
<td>192,620</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>1,035,050</td>
<td></td>
</tr>
<tr>
<td><strong>Net Loss</strong></td>
<td>$(228,055)</td>
<td></td>
</tr>
</tbody>
</table>
### ASCD

**Program Area Income Statement (cont.)**

For the Year Ending August 31, 1982

#### Annual Conference & Exhibits

<table>
<thead>
<tr>
<th>Income:</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibits</td>
<td>86,150</td>
</tr>
<tr>
<td>Registration</td>
<td>157,966</td>
</tr>
<tr>
<td>Other</td>
<td>24,080</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>268,196</strong></td>
</tr>
</tbody>
</table>

| Expenses:         | $     |
|                  |       |
| Marketing - Conference | 15,400 |
| Marketing - Exhibits  | 2,310  |
| Direct expenses    | 117,009|
| Conf. Planning Comm.| 5,433  |
| Salaries & Fringes  | 98,480 |
| (12.5%)            |       |
| Overhead           | 33,836 |
| **Total Expenses** | **272,468** |
| **Net Loss**       | **(4,272)** |

### National Curriculum Study Institutes

<table>
<thead>
<tr>
<th>Income</th>
<th>$ 180,669</th>
</tr>
</thead>
</table>

| Expenses:         | $     |
|                  |       |
| Marketing         | 45,438 |
| Direct expenses   | 112,648|
| Salaries & Fringes| 78,784 |
| (10.0%)           |       |
| Overhead          | 27,069 |
| **Total Expenses**| **263,938** |
| **Net Loss**      | **(83,269)** |

### Other

<table>
<thead>
<tr>
<th>Income:</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRDP</td>
<td>46,944</td>
</tr>
<tr>
<td>Other</td>
<td>51,557</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>98,501</strong></td>
</tr>
</tbody>
</table>

| Expenses:         | $     |
|                  |       |
| HRDP Marketing    | 25,021 |
| Miscellaneous Marketing | 3,517  |
| HRDP direct expenses | 437    |
| Resource Info. Service | 9,942  |
| WCCI              | 6,037  |
| Salaries & Fringes| 9,454  |
| (1.2%)            |       |
| Overhead          | 3,284  |
| **Total Expenses**| **57,692** |
| **Net Income**    | **40,809** |
ASCD  
Program Area Expense Statement  
For the Year Ending August 31, 1982

<table>
<thead>
<tr>
<th>Administration &amp; Governance</th>
<th>$</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Council</td>
<td>21,277</td>
<td></td>
</tr>
<tr>
<td>Nominations Committee</td>
<td>3,192</td>
<td></td>
</tr>
<tr>
<td>Board of Directors</td>
<td>7,400</td>
<td></td>
</tr>
<tr>
<td>Executive Director's expenses</td>
<td>474</td>
<td></td>
</tr>
<tr>
<td>Resolutions Committee</td>
<td>3,659</td>
<td></td>
</tr>
<tr>
<td>Review Council</td>
<td>4,549</td>
<td></td>
</tr>
<tr>
<td>Educ. Leaders Consortium</td>
<td>638</td>
<td></td>
</tr>
<tr>
<td>Urban Curriculum Leaders</td>
<td>4,858</td>
<td></td>
</tr>
<tr>
<td>Constitutional Review Committee</td>
<td>7,803</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>20,196</td>
<td></td>
</tr>
<tr>
<td>Presidents' expenses</td>
<td>8,693</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringes (25.0%)</td>
<td>196,960</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>67,671</td>
<td></td>
</tr>
<tr>
<td>Total Admin. &amp; Governance</td>
<td>$347,370</td>
<td>13.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Affiliated Units</th>
<th>$</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Presidents Meeting</td>
<td>10,637</td>
<td></td>
</tr>
<tr>
<td>Field Services (Travel)</td>
<td>19,182</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringes (6.0%)</td>
<td>47,270</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>16,241</td>
<td></td>
</tr>
<tr>
<td>Total Affiliated Units</td>
<td>$93,330</td>
<td>3.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Development</th>
<th>$</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Groups</td>
<td>20,352</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringes (3.9%)</td>
<td>30,726</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>10,557</td>
<td></td>
</tr>
<tr>
<td>Total Program Development</td>
<td>$61,635</td>
<td>2.3</td>
</tr>
</tbody>
</table>
1. Utilizing Advanced Technology

Computers, computer software, videodiscs, teaching machines, and other technologies are becoming increasingly available for school use. Many schools are incorporating these support systems in their educational programs. With this proliferation of computers, related technologies, and various software, 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. Further, ASCD should disseminate such information through its publications and/or institutes.

(1) "Computers in the Classroom" (videotape)
(2) Computers in Curriculum and Instruction (booklet)
(3) Educational Leadership: October and November 1982
   February 1983
   Planned for September 1983
   Theme issue planned for April 1984
(4) October 1982 Curriculum Update
(5) March 1983 Update
(6) "Educational Technology" NCSI (March 1983) in Houston
(7) Microcomputers and the Curriculum project ($5,000)
(8) Educational Technology project ($2,500)
(9) Staff Development Program contracts with school districts

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 should reaffirm the association's commitment to equity and cultural diversity by regularly assessing its activities and by stating its position on these issues.

(1) Position statement carried in November 1982 Update
(2) January 1983 affiliated unit newsletter contained a statement encouraging equity in nominations for the board and affiliate officers
(3) Program development project committees, panels, committees reflect pluralism in composition

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 the issues of peace, justice, equality, and education.

In recognition of Dr. King's contributions to political and social progress, a day should be established for commemorating his 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.

(1) Resolution conveyed by correspondence to House and Senate Committee Chairs
4. Child Abuse and Child Neglect
Child abuse and child neglect continue to be major problems in our society. Educators are in a unique position to identify and report suspected cases of child abuse and child neglect. ASCD should promote strategies that would assist educators in identifying and reporting cases of child abuse and child neglect and enable educators to respond appropriately to the needs of abused and neglected students.

5. 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 censorship and encourage its membership to take those actions necessary to assure students free access to information, to provide open exploration of alternative views, and to foster freedom of thought.

6. Curricular Mandates
While educators realize and accept the concept of cooperative planning of educational programs, they also accept that the key responsibilities for incorporating specific content and methods of instruction rest with those professionals charged with the planning and management of curricula.
Recently the issue of state legislatures mandating what specific topics will be taught has been debated in the courts.
ASCD should affirm that the right to mandate the specifics of any content area of the curriculum should rest with state and local boards of education.

7. Challenges to Materials Selection
ASCD recognizes that policies and procedures for involving educators, parents, citizens, and students in the selection and/or reconsideration of educational materials are essential.
Currently, educators and school boards are being increasingly challenged to defend decisions concerning educational materials. School districts are finding responses to such challenges difficult without specific policies and procedures.
Therefore, ASCD should, through its membership, encourage school districts to establish policies and procedures for selection and reconsideration of educational materials.

(1) Article in March 1983 Educational Leadership
(2) Position paper developed by working group published in January 1983 Educational Leadership
(3) Videotape with American Association of Publishers in planning stage
(1) Primary response will be policy analysis activities planned to study Education Commission of the States report, State Program of School Improvement: A 50-State Survey, beginning in spring 1983 and continuing throughout 1983-84
(1) Responses similar to those for Resolution Number 5
8. Critical Contemporary Issues

Issues such as nuclear disarmament, environmental protection, population growth, world hunger, and human rights concern every inhabitant of our planet. Each of us is responsible individually for expressing concern and for being active in ensuring that our global future is desirable. ASCD also has a responsibility as an organization to express the beliefs and concerns of the membership and to support members' rights to this expression.

ASCD should address itself to determining and expressing the views of its members on critical contemporary issues. These views should be publicized and used as the basis for ASCD activities that address these issues.

(1) Survey of issues carried out in October 1982
(2) New Educational Leadership section beginning in April 1983
(3) September-December 1982 Update
1982-83

ASCD RESOLUTIONS COMMITTEE

Dr. JoAnne Martin-Reynolds CHAIRPERSON
Associate Professor
Educational Curriculum & Instruction
529 Education Building
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Bowling Green, OH 43403
419/372-0151

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Instructional Consultant
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Superintendent of Schools
Adrian Public Schools
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517/263-2115

Dr. Dwayne Colvin
Superintendent
Fairview Public Schools
519 E. Walnut
Fairview, OK 73737
405/227-4397

Dr. Loren Sanchez
Upland Public Schools
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Upland, CA 91786
714/985-1864

Dr. Claire Lavin
Special Education
College of New Rochelle
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New Rochelle, NY 10801
914/632-5300

Dr. William Van Til
Coffman Distinguished Professor Emeritus of Education
Indiana State University
Terre Haute, IN 47809
812/877-2204 (home)

TERMINATION

May 31, 1983

NEED REPLACEMENT

to complete term

May 31, 1984

May 31, 1984

May 31, 1985

May 31, 1985
<table>
<thead>
<tr>
<th>Institute (16)</th>
<th>Place</th>
<th>Consultants</th>
<th>Attendance</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Curriculum Improvement</td>
<td>New Orleans</td>
<td>3</td>
<td>65</td>
<td>4.5</td>
</tr>
<tr>
<td>3. Middle Schools</td>
<td>Dallas</td>
<td>3</td>
<td>41</td>
<td>4.0</td>
</tr>
<tr>
<td>4. Leadership Styles</td>
<td>San Juan</td>
<td>1</td>
<td>33</td>
<td>4.0</td>
</tr>
<tr>
<td>5. Systematic Management of Curriculum</td>
<td>Clearwater Beach</td>
<td>4</td>
<td>30</td>
<td>4.4</td>
</tr>
<tr>
<td>6. Staff Development</td>
<td>Las Vegas</td>
<td>3</td>
<td>62</td>
<td>4.0</td>
</tr>
<tr>
<td>7. Leadership Styles</td>
<td>Scottsdale</td>
<td>1</td>
<td>26</td>
<td>4.8</td>
</tr>
<tr>
<td>8. Models of Teaching</td>
<td>New Orleans</td>
<td>2</td>
<td>40</td>
<td>4.3</td>
</tr>
<tr>
<td>9. Dev Observation/Interview Skills</td>
<td>Las Vegas</td>
<td>2</td>
<td>22</td>
<td>3.9</td>
</tr>
<tr>
<td>10. Futures and Education</td>
<td>Anaheim</td>
<td>4</td>
<td>44</td>
<td>4.0</td>
</tr>
<tr>
<td>11. Teacher Performance Evaluation</td>
<td>Anaheim</td>
<td>2</td>
<td>41</td>
<td>4.6</td>
</tr>
<tr>
<td>12. Instructional Supervision</td>
<td>Anaheim</td>
<td>1</td>
<td>33</td>
<td>4.1</td>
</tr>
<tr>
<td>13. Middle Schools</td>
<td>Anaheim</td>
<td>4</td>
<td>54</td>
<td>4.6</td>
</tr>
<tr>
<td>15. Effective Instruction</td>
<td>San Diego</td>
<td>4</td>
<td>41</td>
<td>4.1</td>
</tr>
<tr>
<td>16. Learning/Teaching Styles</td>
<td>New Orleans</td>
<td>2</td>
<td>42</td>
<td>4.7</td>
</tr>
<tr>
<td>17. Middle Schools</td>
<td>St. Petersburg</td>
<td>3</td>
<td>18</td>
<td>4.4</td>
</tr>
<tr>
<td>18. Teacher Motivation</td>
<td>Chicago</td>
<td>3</td>
<td>32</td>
<td>4.2</td>
</tr>
<tr>
<td>19. School Climate</td>
<td>Williamsburg</td>
<td>3</td>
<td>46</td>
<td>4.4</td>
</tr>
<tr>
<td>20. Improving High Schools</td>
<td>New Orleans</td>
<td>4</td>
<td>44</td>
<td>4.3</td>
</tr>
<tr>
<td>21. Teacher Expectations</td>
<td>Sitka</td>
<td>1</td>
<td>47</td>
<td>2.7</td>
</tr>
<tr>
<td>22. Enhancing Thinking Abilities</td>
<td>Denver</td>
<td>4</td>
<td>49</td>
<td>4.4</td>
</tr>
<tr>
<td>23. Curriculum Mapping</td>
<td>Virginia Beach</td>
<td>1</td>
<td>43</td>
<td>4.5</td>
</tr>
<tr>
<td>24. Leadership Styles</td>
<td>Virginia Beach</td>
<td>1</td>
<td>38</td>
<td>5.0</td>
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<tr>
<td>25. Learning/Teaching Styles</td>
<td>Virginia Beach</td>
<td>1</td>
<td>52</td>
<td>4.8</td>
</tr>
<tr>
<td>26. Mastery Learning</td>
<td>Virginia Beach</td>
<td>1</td>
<td>43</td>
<td>4.6</td>
</tr>
<tr>
<td>27. Teacher Evaluation</td>
<td>Virginia Beach</td>
<td>1</td>
<td>44</td>
<td>4.9</td>
</tr>
<tr>
<td>28. Thinking/Problem Solving Skills</td>
<td>Virginia Beach</td>
<td>1</td>
<td>12</td>
<td>3.7</td>
</tr>
<tr>
<td>29. School Climate</td>
<td>Virginia Beach</td>
<td>1</td>
<td>36</td>
<td>4.9</td>
</tr>
<tr>
<td>30. Writing for Prof Publication</td>
<td>Virginia Beach</td>
<td>1</td>
<td>25</td>
<td>4.6</td>
</tr>
<tr>
<td>31. Curriculum Evaluation</td>
<td>Philadelphia</td>
<td>2</td>
<td>43</td>
<td>4.3</td>
</tr>
<tr>
<td>32. Leader Behavior/Supervision</td>
<td>San Francisco</td>
<td>5</td>
<td>46</td>
<td>4.4</td>
</tr>
<tr>
<td>33. Instructional Improvement</td>
<td>Denver</td>
<td>4</td>
<td>54</td>
<td>4.6</td>
</tr>
<tr>
<td>34. Curriculum Development</td>
<td>Chicago</td>
<td>4</td>
<td>39</td>
<td>4.2</td>
</tr>
<tr>
<td>35. Developmental Supervision</td>
<td>New York</td>
<td>3</td>
<td>54</td>
<td>3.6</td>
</tr>
<tr>
<td>37. Middle Schools</td>
<td>Boston</td>
<td>2</td>
<td>99</td>
<td>2.9</td>
</tr>
<tr>
<td>38. Curriculum Management</td>
<td>Indianapolis</td>
<td>2</td>
<td>74</td>
<td>4.4</td>
</tr>
<tr>
<td>39. Student Motivation</td>
<td>New York City</td>
<td>2</td>
<td>30</td>
<td>4.1</td>
</tr>
</tbody>
</table>

1,659  4.3
Notes

1. Income is from registration fees only. (Income from participants who attend on HRDP vouchers is not included.) Nonmember participants automatically become members and may add membership income in successive years.

2. Direct expenses include honoraria, expenses of consultants and staff, hotel meeting expenses, audio-visual equipment expenses.

3. Other expenses include ASCD notebooks, stationery, materials duplicated out-of-office, name badges, certificates of attendance.

4. Promotional expenses are for the NCSI brochures. Each institute is described twice. In 1981-82, the budgeted amount was divided by 35 institutes; in 1982-83 it was divided by 40 institutes.

5. Gross profit is income minus all direct expenses; this is a go/no go figure for an institute.

6. 10 percent of all ASCD staff salaries.

7. 10 percent of all headquarters overhead including mortgage, taxes, utilities, telephone, xeroking, supplies, postage.

8. Net profit is gross profit minus salaries and overhead.

9. Five institutes and the Virginia Beach summer series did not generate enough registration income to cover their direct expenses.

10. Five institutes did generate enough registration income to cover all expenses, salaries and overhead.

11. This figure is listed as $7,195 in the general ledger. This amount includes a $4,271 payment to two publishing companies for textbooks used in three institutes during the series which were paid for by participants’ fee and a credit from the companies for books returned.

12. The eight Virginia Beach institutes are consolidated in the general ledger into one account.

13. Two 4-day institutes are consolidated in the general ledger into one account.

14. $37,069 was contributed to ASCD for staff salaries and overhead expenses for headquarters.

15. This figure is a loss if ASCD staff who work on the NCSI program were eliminated and headquarters space used by NCSI staff were rented or used by some other more profit-generating program.

16. Nine institutes were cancelled in 1981-82.

17. Attendance in 1982-83 is up from last year; attendance at the first 9 institutes was 372 in 1981-82 and 565 this fall.
<table>
<thead>
<tr>
<th>Institute Number</th>
<th>Income</th>
<th>Direct Expenses</th>
<th>Other Expenses</th>
<th>Promotional Expenses</th>
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<th>Salaries</th>
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|          | 37,069 |               |               |                    |               |          |          | (80,397)  |

Attachment D Page 3 of 3
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<td>Washington, D.C.</td>
<td>Thinking Skills, Middle Schools, Significant Conceptions of Leader Behavior</td>
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<td>Indianapolis, IN</td>
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<tr>
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<td>Nov 5-6</td>
<td>Chicago, IL</td>
<td>Quality Circles, High Schools, Effective Instruction</td>
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<td>14-15</td>
<td>San Francisco, CA</td>
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<td>17-18</td>
<td>Concord, NY</td>
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<td>Clearwater Beach, FL</td>
<td>How to be an Effective Dept Chair Curriculum Evaluation</td>
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<td>7-8</td>
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<td>30-31</td>
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<td>Anaheim, CA</td>
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<td>16-17</td>
<td>Charleston, SC</td>
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<td>27-28</td>
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<td>March 8-9</td>
<td>New York City, NY</td>
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<td>30 May 1</td>
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<td>Mastery Learning, Models of Teaching, Gifted/Talented, Brain Function/Learning Modalities, How to be an Effective Elem Princi Curriculum Management, High Schools, Instructional Supervision, Learning/Teaching Styles, Staff Development, Teacher Effectiveness, Teacher Performance Evaluation, Thinking Skills, Strategies for School Improvement</td>
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<td>14-15</td>
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<td>17-18</td>
<td>Ann Arbor, MI</td>
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<td>June 23</td>
<td>Chicago</td>
<td>How to be an Effective Elem Princi Curriculum Management, High Schools, Instructional Supervision, Learning/Teaching Styles, Staff Development, Teacher Effectiveness, Teacher Performance Evaluation, Thinking Skills, Strategies for School Improvement</td>
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<td></td>
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<tr>
<td>31</td>
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<td></td>
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<tr>
<td>32</td>
<td>Virginia Beach, VA</td>
<td></td>
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<tr>
<td>33</td>
<td>Virginia Beach, VA</td>
<td></td>
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<tr>
<td>34</td>
<td>Virginia Beach, VA</td>
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<td>35</td>
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<tr>
<td>38</td>
<td>Virginia Beach, VA</td>
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<td>July 10-13</td>
<td>San Francisco, CA</td>
<td>Curriculum Development, Leader Behavior/Supervision, Instructional Improvement, Instructional Strategies for Science, Microcomputers, TBA</td>
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<td>Aug 9-10</td>
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<td>TBA</td>
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<tr>
<td>Munich, Germany</td>
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1983-84 National Curriculum Study Institutes

This is a 44-institute schedule (40 are scheduled for 1982-83). Many factors went into its construction. It reflects specific suggestions made by affiliate unit presidents about topics, sites, and dates. For example, more midwestern cities are included than in some past series. Recommendations made by the Board in past years are present. For example, an institute is scheduled in each of the ten states with large affiliate units. The institutes will be planned to emphasize awareness information, advanced work, training and/or issue analysis and will be so coded in brochures. Greater attention will be given in all institutes on participation by those in attendance. ASCD staff have been working this year (in a quality circle setting) on the acquisition and storage of consultant information; that is, how can we know which consultants to use in specific areas and how can we share that information among the staff working with institutes, conference, publications, etc? We have taken into consideration the request made by the Board last year to find out your areas of interest. We are also working consciously to add females and minorities to our human resources file. After a tentative schedule of institutes is approved by the Board, staff will begin to work on the program for October 1983-Conference 1984 so that the fall/winter brochure will be on your desk when school starts.

The following comments are made about the schedule in its chronological order:

1. The topic is one of two that is repeated several times during the year in the east, midwest and west. Washington seems an appropriate "opening" site for the series.
2. Indianapolis is a convenient midwest site; the topic was suggested by the affiliate unit.
3. This institute will be cosponsored with Educational Leadership and white papers from it will be published in a spring theme issue of the journal. This institute will focus on an analysis of issues concerning leader behavior.
4. Quality circles is a new topic for NCSIs. ASCD will have a new videotape available next year.
5. High schools is the second topic which is repeated throughout the series. Information from our network and from other projects should be available next year.
6. ASCD will have a new training package on effective instruction available which will be a key ingredient in this institute program.
7. A Saturday institute on a new topic
8. A topic that continues to be popular in the NCSI series.
9. A "cutting edge" topic: what tangible indicators do school organizations have to show that some variable (some change in curriculum instruction, staff development) made a difference?
10. The Broadmoor Hotel is a good site at a reasonable rate; see #5.
11. This topic was incorporated with effective school research this year; enough research is available for a two-day institute.
12. Leadership continues to be a popular NCST topic.
13. West coast site, #1
14. This continues to be a popular NCSI topic.
15. See #11
16-19. Preconference institutes have all been closed in Houston; perhaps more than four should be scheduled in New York? The topic of group process skills is a new one and will include brainstorming, nominal group work, etc. in which participants' ability to work with people is renewed.
20. Four institutes are starred as being held at a school site which will provide participants a chance to observe some exemplary program. These are very tentative until a contact is made with the schools.
21. See #20.
22. This is a new topic and a "new" site.
23. Midwest site, #1.
24. See #20.
25. This continues to be a popular topic.
26. See #20.
27. An institute was not held on gifted/talented in 1981-82.
28. The 1981-82 institute on this topic was a "sell-out."
29. See #7.
30-37. Virginia Beach has been the site of summer institutes since 1980. It is a good location and well-supported by the affiliate unit. However, the attendance has not resulted in our financially breaking even. Perhaps the location should be changed? The topics are chosen to include those in curriculum, instruction, and supervision.
38. We hope Dr. Hunter will be the consultant. This is a "new" site.
39-41. These four-day institutes on curriculum, instruction, and supervision are held in parts of the country different from 1981 and 1982's institutes on the same topic.
42. Four-day NCSIs are scheduled in 1982 to be held on university campuses in the areas of mathematics and social studies. If they go well, we will plan this one in the area of science.
43. This is a topic of interest to many.
44. This date and site will be chosen by the Germany affiliate.
NOMINATIONS COORDINATOR GUIDE

The coordinator's tasks are related to four separate committees who work is culminated during a particular annual conference. Those committees are:

1. Board Selection Committee (3 people), ____________________________;
   chairperson

2. Board Nominating Committee (3 people), ____________________________;
   chairperson

3. National Selection Committee (6 people), ____________________________;
   chairperson

4. National Nominating Committee (9 people), __________________________;
   chairperson

Coordination will include:

a. Making sure each committee has necessary lists of procedures, policies and people as well as an operations checklist.

b. Briefing chairpersons as to their tasks.

c. Receiving frequent (at least daily) status reports from committees during the annual conference.

d. Coordinating data to avoid potential duplication of candidates chosen by the two nominating committees.

e. Mediating when two committees wish to name the same person.

f. Guiding committee chairpersons to be sure official policies and procedures are followed.

The Board Selection Committee must work with the least advance preparation. It is chosen by written ballot at the beginning of the current Board of Directors meeting. The ballot shall be prepared in advance, listing current members of the Executive Council elected from the Board. As soon as this group is selected the nominations coordinator meets with them to explain their duties and to give them their working documents (see board committee selection checklist).

The committee makes frequent (at least daily) status reports to the nominations coordinator until the task is complete. If the people chosen agree to serve and if they are not chosen as candidates by one of the nominating committees, the Selection Committee's task is complete. If, however, one of the persons chosen becomes a nominee on either the Board Ballot or National Ballot, the Selection Committee must choose replacements before making its report at the final Board of Directors meeting of the current conference.

The coordinator's first contact with the Board Nominating Committee, the National Selection Committee and the National Nominating Committee will probably be by mail. It would be helpful to meet personally with the chairpersons at the start of the annual conference when their tasks are to be done. These people need to know how they can reach the nominations coordinator during the conference. Keeping handy copies of each committee's checklist can help the coordinator guide their work.

When the committees finish their tasks, they will turn in to the coordinator their slates of nominees and their committee checklists with any recommendations for improving the delineation of tasks. The coordinator should review these recommendations and advise the ASCD staff as to any revisions.
DATE: February 15, 1983

TO: Judges, ASCD Dissertation Awards and Members, Executive Council and Board of Directors

FROM: Ruth Long, Associate Director

RE: Dissertation Award Winners

I'm pleased to announce the finalists and winners of this year's dissertation awards. They are:

Winners

Curriculum - Dr. Steven B. Baruch, University of Wisconsin-Milwaukee, "Factors Affecting the Process of Curriculum Formation in the Milwaukee Public Schools July 1955 to June 1976"

Instruction - Dr. Susan Bloom, University of Kansas, "Expectancy Motivation Theory and School Outcomes"

Supervision - Dr. Karl H. Clauset, Jr., Boston University, "Effective Schooling and Systems Dynamics Policy Study" and
Dr. Shirley A. McFaul, University of Houston Central Campus, "A Case Study of the Implementation of Peer Clinical Supervision in an Urban Elementary School"

A breakfast has been scheduled for winners and the panel members on Sunday, March 6, at 7:30 a.m. in the Redbud Room of the Hyatt. The winners will be announced and awarded a plaque at the Second General session on Sunday. They are scheduled to present papers on Sunday at 1:30-3:00 and Monday at 3:00-5:00

RL/jj
Proposed Policy On ASCD Affiliation
With Other Agencies Or Projects

All proposals seeking official endorsement of affiliation or participation in projects with other agencies or organizations must be approved by the Executive Council or Board of Directors, occurring at annual conference time. The following criteria shall have been met before action is to be taken:

1. The proposal shall be clearly consonant with established purposes of ASCD;

2. At least one meeting with the agency or institution proposing ASCD endorsement shall have been attended by an association officer or staff member prior to taking official action;

3. ASCD shall be afforded authentic participation in the planning of activities of the proposed activity.

NOTE: ASCD is officially affiliated through Executive Council action with the following organizations:

- Essentials of Education
- NCATE (National Council of Accreditation of Teacher Education)
- AOPE (Associated Organizations of Professionals in Education)
- Educational Leaders Consortium
- March of Dimes (grant for parenting seminars)
- TIE (Trust for Insuring Educators)
RESULTS OF THE 1982 NATIONAL AND BOARD ELECTIONS

NATIONAL ELECTION

President-Elect
Phil Robinson

Executive Council Members
Robert Hanes
Elizabeth Lane

Members-at-Large of the Board
Roger Bennett
Doris Brown
Geneva Gay
Arthur Roberts
Arthur Steller

Review Council Member
Barbara Day

BOARD ELECTION

Executive Council Members
Marcia Knoll
Bob L. Sigmon
ASCND LEADERSHIP FOUNDATION FUND

Board of Trustees

Term Expires

Donald Frost, Chair 1983
School District No. 99
1860 63rd Street
Downers Grove, IL 60515

Lucille G. Jordan, Past President* 1983
Georgia Department of Education
Office of Instructional Services
Twin Towers East
Atlanta, GA 30334

Dorothy T. Bryant 1984
2246 West 91st Street
Chicago, IL 60620

Jack Frymier 1985
College of Education
2215 Ramseyer
Ohio State University
Columbus, OH 43210

Richard Foster 1984
655 South Eliseo Drive 499 Via Carino
Apartment 1
Greenbrae, CA 94904

Connie Kravas 1985
Director of University Development
French Administration Building 444
Washington State University
Pullman, Washington 99164-1042

Elizabeth Manera 1983
Secondary Education Department
Arizona State University
Tempe, AZ 85281

Gordon Cawelti (Ex Officio)
Executive Director
ASCD
225 North Washington Street
Alexandria, VA 22314

*The immediate past-president is an automatic member of the Board of Trustees
Elizabeth Lane begins her term as a member of the Executive Council at the close of the Houston Conference. She is currently a Member-at-Large of the Board of Directors whose term does not expire until 1986. Therefore, the Nominating Committee for the 1983 National Election will need to select three additional candidates to be placed on the ballot so that one person can be elected in the 1983 National Election to fill out the remainder of Elizabeth Lane's term.
Please place an X in front of the Executive Council member you would like to nominate to serve on the Board Selection Committee. Vote for only one name. The three persons with the highest number of votes will be declared the Board Selection Committee.

<table>
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<th>EXECUTIVE COUNCIL MEMBERS (elected from the Board)</th>
<th>SELECTION COMMITTEE SERVICE</th>
<th>NOMINATING COMMITTEE SERVICE</th>
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<tr>
<td>Arthur Costa</td>
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<tr>
<td>Francis Hunkins</td>
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<td>1980</td>
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<td>Luther Kiser</td>
<td>1980</td>
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<td>Pete Quinby</td>
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<td>Stuart Rankin</td>
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<tr>
<td>Bob Taylor</td>
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↓ Detach and use for ballot ↓ ↑ Note results and keep for your records ↑
Item 14 on Board of Directors Agenda:

Nominate at least six persons and conduct ballot vote to elect three from the Board of Directors to serve with three Executive Council members (to be selected in October 1983) on the Selection Committee to appoint the Nominating Committee for the 1985 National election:

________________________________________  __________________________________________

________________________________________  __________________________________________

________________________________________  __________________________________________

Results: __________________________________

________________________________________

________________________________________

↑NOTE RESULTS AND KEEP FOR YOUR RECORDS↑

Item 14 ★DETACH AND USE FOR BALLOT★
Extra Ballot Form

For:  (please fill in)
referred to in the minutes of the Executive Council meetings (March 3 and 8) and the Board of Directors meetings (March 4 and 7) at the 1983 ASCD Annual Conference, Houston, Texas.
### Publications Survey

Your frank answers to the following questions will help us improve ASCD publications.

**A. Educational Leadership**

1. We know it is hard to find time to read everything these days, but we would like to know which of our publications are read the most. How much of *Educational Leadership* do you usually read?

   - 70. Most of most issues
   - 108. At least 2 or 3 articles in almost all issues
   - 21. Glance through most issues and read something once in awhile
   - 2. Often don’t read an issue at all

2. How helpful do you find the material you read in *Educational Leadership*?

   - 55. Excellent
   - 128. Very helpful
   - 21. Adequate
   - 0. Poor

3. Most issues of *Educational Leadership* are on a theme. How appropriate to your interests are the themes of recent issues?

   - 62. Excellent
   - 130. Very appropriate
   - 26. Adequate
   - 1. Poor

4. ASCD publishes 8 issues of *Educational Leadership* a year. In your opinion, how many of the 8 should be thematic?

   - 60. 8
   - 73. 6-7
   - 76. 4-5
   - 14. 3 or fewer

5. Here is a list of some of the things that currently appear in *Educational Leadership*. Please tell whether there should be more, about the same, or less of each.

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<th>More</th>
<th>About the same</th>
<th>Less</th>
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<td>22</td>
<td>134</td>
<td>27</td>
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- Short practical articles with suggestions for application. (How to conduct conferences with teachers)
- Brief reports on local programs by practitioners. (Milwaukee’s Project RISE)
- Longer, thoughtful articles that analyze and explain complex issues. (Elliot Eisner’s “The Art and Craft of Teaching”)
- News Notes columns. (Programs and Practices, Learning Styles)
- Brief opinion articles. (“The Way I See It”)
- Research Synthesis articles. (Science curriculum)
- Book reviews.
- Illustrations such as photographs and drawings with the articles.

6. How could *Educational Leadership* be improved?

**B. ASCD Update**

1. How much of *ASCD Update* do you usually read?

   - 87. Most of most issues
   - 63. At least 2 or 3 articles in almost all issues
   - 32. Glance through most issues and read something once in awhile
   - 7. Often don’t read an issue at all

2. Each issue of *ASCD Update* has one or two front-page articles on some aspect of curriculum or supervision, such as teacher evaluation or computers in education. How helpful do you find the lead articles in *ASCD Update*?

   - 62. Excellent
   - 96. Very helpful
   - 20. Adequate
   - 2. Weak

3. Here is a list of some of the features that currently appear in *ASCD Update*. Please tell whether you think there should be more, about the same, or less of each.

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- News about ASCD products and activities, such as the Annual Conference.
- Opinions on Issues, such as “What should be the federal role in education?”
- News about Congress, the Department of Education, and so on.
- Brief summaries of research. (“Learning From Research”)
- Profiles of individuals, such as Tom Sergiovanni.

4. How could *ASCD Update* be improved?
C. Comprehensive Member Booklets

1. How many recent ASCD booklets have you read? (For example, Helping Teachers Manage Classroom and Applied Strategies for Curriculum Evaluation)
   - 37. All or most of them
   - 38. Some of them
   - 37. Only a few or none of them

2. In general, how do you rate the helpfulness of ASCD booklets?
   - 36. Excellent
   - 100. Very helpful
   - 30. Adequate
   - 3. Poor

3. How could the comprehensive member booklets be improved?

D. Yearbooks

1. To what extent have you read recent ASCD yearbooks?
   - 30. I've read all or most of them.
   - 76. I've read quite a few.
   - 71. I've read none or only a few of them.

2. How helpful do you find the contents of the yearbooks you have read?
   - 33. Excellent
   - 54. Very helpful
   - 31. Adequate
   - 3. Poor

3. Here are seven different approaches to what a yearbook could be. Please check the one that best describes what you want in a yearbook.
   - 37. 1. An authoritative summary of carefully documented current knowledge on a topic.
   - 22. 2. Exploration of an emerging educational issue that is not yet well defined.
   - 36. 3. Practical ideas and information that school people can use immediately.
   - 5. 4. A variety of opposing viewpoints on a controversial topic.
   - 1. 5. A strong cohesive statement reflecting values of the Association.
   - 3. 6. A few pages by leading authorities plus commentary by ASCD members or a carefully selected yearbook committee.
   - 2. 7. A collection of scholarly articles on various aspects of curriculum and supervision but not on a single theme.
   - 8. Other.

4. To what extent have you been satisfied by recent ASCD yearbooks?
   - 30. Extremely well
   - 107. Reasonably well
   - 12. Not very well
   - 0. Not at all

5. How could ASCD yearbooks be improved?

E. General

If there are other educational publications more beneficial to you than ASCD publications, what are they and why?

What is your professional function?

- Superintendent, deputy or assistant
- Other central office
- Elementary principal or other building administrator
- Secondary principal or other building administrator
- Elementary or secondary teacher
- College or university staff member
- Staff member of state or regional education agency
- Other
January 1983

We are proud of our publications, but we want to make sure each of them fills an important need. Please take a moment to tell us your opinion of ASCD yearbooks. Thanks.

Ronald S. Brandt, Executive Editor

1. Compared with other ASCD publications, how valuable are ASCD yearbooks to you?
   - Extremely valuable 654
   - Somewhat valuable 298
   - Valuable 70
   - Not valuable 236

2. Choose one. ASCD should:
   - Discontinue yearbooks and add other publications (such as more issues of Educational Leadership, ASCD Update, or booklets).
   - Continue the yearbooks as they are.
   - Continue the yearbooks but make them more (check one):
     - Research-based 212
     - Philosophical 35
     - Forward-looking 114
     - Practical 491

Comments:

Name and address (optional):
Resolution 11 - **Shortage of Mathematics and Science Teachers**

The current shortage of teachers in mathematics and the sciences has given rise to proposed legislative and/or State Board of Education (SBE) actions that act against the interests of young people and the profession. The provision of emergency certification that is substandard in terms of professional training, and the provision for differential pay based only on areas of training and not on expertise, will not advance quality education.

ASCD opposes the issuance of emergency substandard certificates and differential pay based only on the area of certificates as responses to areas of shortage and encourages planning on all levels to respond professionally to such areas.
D. Recommendations

It is recommended that the Board of Directors approve the following actions in its meeting at the ASCD Annual National Conference in Houston on March 4, 1983. If these recommendations are approved, the Executive Council and Executive Director are to take action, as needed, to carry them out.

1. Recommendations for Achieving ASCD Purposes 3, 4, 5 and 8. Recommend the ASCD staff, ASCD members and others who have been responsible for producing publications, conducting national conferences, providing for Resource Information Services and operating National Curriculum Study Institutes, ASCD members generally perceive that these four areas of operation do very well in achieving ASCD Purposes 3, 4, 5 and 8.

2. Publicize ASCD Activities for General Members. Publicize what ASCD is doing in relation to Purposes 3, 4, 5 and 8 during the coming year. This might take the form of a series of reports about specific ASCD activities in Update and/or in Educational Leadership. Members generally are not well informed about such activities and this is particularly true for people new to the Association.

3. Analysis of Purpose 4 Activities for Follow-Up Action. Provide an analysis of what ASCD is doing about Purpose 4 ("... develop and sustain communication among all of the groups of professionals directly involved in the improvement of curriculum and instruction") for the Executive Council and for the Board of Directors prior to June, 1983. The analysis would include (a) names of groups with which ASCD maintains communications, (b) nature of the "communication" with each group, (c) specific outcomes resulting from the contacts/communication during the past several years, and (d) recommendations from the Executive Director concerning what ASCD should do in the coming year to improve ASCD's achievement of Purpose 4. The analysis should be placed on the agenda of the June meeting of the Executive Council so that it can begin to consider acting on the findings of the analysis and the recommendations of the Executive Director at that time.

Among specific actions to be taken, the Review Council recommends that liaison with other groups be expanded to include designation of ASCD members who already are members of other groups as official liaison representatives of ASCD. This action is designed to assist ASCD staff members already carrying out such functions.

4. Plans to Reduce Attrition Rate of Membership. Develop specific plans designed to reduce the attrition rate of people who join ASCD for one year only. Two specific actions which the Review Council recommends be adopted now for tryout next year are (a) that affiliated unit presidents be given a list of names of national members from his/her state who joined during a given time period (last three months) with a request that the affiliated unit ask individual unit members to contact the new member and (b) that some form of contact be made by the national ASCD office with the new member to determine why s/he joined and/or why s/he dropped out. (The general membership survey again highlighted the fact that we have a large number of first year members.)

The Review Council also encourages affiliate units to consider setting up a "sister unit" relationship with one of the international ASCD units to assist in developing their relationship with other ASCD units and national ASCD.

5. Provide for Job-Related Interests. Provide more for job-related interests of ASCD members through (a) reinstituting job-alike groups as part of the 1984 and 1985 Annual National Conference and (b) a column in Update or Educational Leadership which speaks to specific concerns of people in particular job areas (principal, professor, curriculum director, etc.). The latter could be done on a rotating basis so as to address current ASCD concerns from the perspective of people in different job settings each time the column appears.

6. Tracking Demographic Data for ASCD Members. Support the ASCD staff effort to maintain an updated record of selected demographic characteristics of the ASCD general membership. The intent is to know who "we" are as a body in regard to distribution of jobs held, years of experience in ASCD, sex, race, ethnicity, etc. These data should be reported at least once annually to the Executive Council and to the Board of Directors, together with recommendations for action which may be inferred from the analysis of the current makeup of the ASCD membership, and/or from changes in the makeup of the membership. One specific change in membership which seems to be occurring as noted earlier is that a greater proportion of the membership during the past several years is made up of principals and assistant principals than was true heretofore. They seem to want concrete suggestions about ways to deal with staff development and instructional improvement, for example.
7. **Revise Processes for Establishing Working Groups.** Revise the processes by which "working groups" of ASCD are established, so as to require that the anticipated outcomes are specifically and clearly defined in each instance before enabling funds are authorized. The problem of clarity of purposes and particularly of anticipated outcomes/products of working groups has been a persistent one in ASCD over a long period of time and this matter requires continuing attention.

8. **Annual Reports on ASCD Operations.** Each "operation" of ASCD should prepare an annual report of its activities in light of all ASCD Purposes. This report should include (a) a description of specific activities related to each Purpose, (b) an assessment of the extent to which the activities achieve each Purpose as well as indications of evidence of the relative quality and relative impact of the activities. The reports should also include suggestions, if appropriate, concerning ways in which that area of ASCD operation might change in order to do a better job of achieving ASCD Purposes.

The essence of this recommendation was included in the 1981-1982 Review Council report and is repeated here in more clearly defined terms.

9. **Survey of Conference Participants.** Conduct a survey of a sample of ASCD participants at the Houston conference, through use of Board members as interviewers, to determine how respondents feel about the ASCD Annual National Conference's role in achieving Purposes 3, 4, 5 and 8. Each Board member would interview three (non-Board member) conference participants using an interview schedule prepared by the Review Council. One person should be a first-time attender, one person should have attended one or two previous national ASCD conferences and the third person should have attended at least four previous national ASCD conferences. Self-addressed stamped envelopes are provided to return completed interview forms.
GENERAL PROCEDURES

1. Given the allotted time for the annual business meeting, debate on each resolution is limited to eight minutes, with two minutes per speaker.

2. Authors or representatives of the resolutions must be present during the business meeting in order for the resolution to be considered.

3. All resolutions must reach the Resolutions Committee prior to the open hearing in order to be considered for endorsement by the committee.

4. An amendment to a resolution may be proposed from the floor provided that it is not so substantive a change as to create a new resolution.

5. Members may also present statements of concern which are not resolutions. These may be stated from the floor, put forward as a motion, and then transmitted to the Executive Council for appropriate action.
1. Organized School Volunteer Programs

The participation of community volunteers in school programs has resulted in enriched learning opportunities for students. ASCD recognizes and supports the value of organized school volunteer programs designed to prepare volunteers to assist with appropriate school-related services. Further, ASCD urges that employees directly affected by volunteer programs be trained to utilize those services.

2. United States Department of Education

ASCD supported the creation of the United States Department of Education with cabinet-level status. Now, however, the current administration plans to dismantle this federal agency and has given the Secretary of Education directives to phase out the Department.

The role of education in society today is even more critical than when this Department was created. Phasing out this agency will reduce efforts to coordinate educational activities, and it will minimize the visibility and status of education. Therefore, ASCD actively supports the continuation of the United States Department of Education as a cabinet-level post.

3. Higher National Priority for Education

As America faces vigorous economic competition from foreign nations, American opinion leaders are now pointing out the importance of an educated American population. Futurists are indicating that we are moving from an industrial age into an information age. Social scientists are describing the increasing complexity of the social problems with which the young inheritors of our nation must cope.

Yet presently, education is low on the national agenda of American priorities. Social services, including education, have been severely cut.

ASCD calls on governmental leaders of the nation to reorder current priorities so as to recognize that education is fundamental to the national interest and essential to the development of knowledgeable citizens and producers.
4. Science In A Balanced Curriculum

Although ASCD recognizes that preparation for a career in science is appropriate for a number of students, ASCD also believes that scientific literacy is needed by all students. An increasing number of states are requiring that more science and mathematics credits be earned by secondary school students in order for them to be eligible for graduation or entrance to college. Such requirements often fail to distinguish between the kind of science necessary for those students preparing for a career in science and those students acquiring science information as a part of their general education.

Special care should be taken to assure development of science courses that help students understand the social problems and tradeoffs involved with certain technological advances. In planning such changes in secondary school requirements, the importance of a balanced curriculum should be a prime consideration.

5. Human Relations

ASCD continues to support desegregation and integration, equal educational opportunity and affirmative action programs, and multicultural and multiethnic education. However, today the advancement of better human relations among Americans of diverse backgrounds is threatened by indifference and neglect and also by the instigation of reversals of forward-looking policies by some federal and state governmental agencies.

ASCD urges national and state governmental leaders to restore the achievement of democratic human relationships in culturally pluralistic America to a high priority. ASCD members, the Board of Directors, Executive Council, and staff should call instances of indifference, neglect, or policy reversal to the attention of the President, governors, agency heads, and members of Congress and state legislatures.

6. Use of Scholastic Aptitude Test Scores

The use of Scholastic Aptitude Test (SAT) scores to evaluate the effectiveness of the nation's schools has become a common practice by the public and the media. Despite disavowal by the College Entrance Examination Board of the appropriateness of such use of SAT scores, critics of education point the scores as evidence that the schools are failing America's children and youth. Because of this, educators in all school districts have a major responsibility in clarifying the legitimate purpose and use of SAT scores and in communicating such information to their own communities.

ASCD opposes the use of SAT scores as a major barometer of school performance. Through its programs and publications, ASCD should assist local school administrators and teachers by disseminating information related to the full understanding of SAT and other test results.
7. Minority Group Participation

The United States is known throughout the world for its support of liberty, equality, and justice. These principles were enunciated by our founding fathers and, historically, this nation has gradually moved towards achieving these goals of equality and representation in the social, political, and economic fabric of the American society. Educational and other professional organizations should reflect the goals of this nation in their philosophies and actions.

Therefore, ASCD should be vigilant in seeing that minorities are always represented in its governance. ASCD strongly encourages its affiliate units to insure minority representation in its governance.

8. Nuclear Freeze

Aware of the potential world devastation and threat to human survival as nuclear weapons multiply in number, range, and power, the citizens of eight of nine states that have recently held referenda have supported nuclear freeze proposals. As educators aware of our responsibility to future generations, ASCD members wish to add moral support to efforts to end an ever-accelerating nuclear arms race.

Therefore, ASCD urges our national government to enter into negotiation to arrive now at an international nuclear freeze accompanied by cooperative international monitoring. ASCD urges full and open discussion in our schools of the nuclear freeze issue and other possible approaches to world peace.

9. Equal Rights

ASCD is a firm supporter of equal rights, and an opponent of sex discrimination and other forms of sexism. Despite polls that indicated a majority of Americans supported the Equal Rights Amendment and despite the support of former presidents of the United States of both parties, the Equal Rights Amendment recently was not ratified by a sufficient number of state legislatures.

ASCD members should become acquainted with the positions taken on the equal rights issue by legislators in their states and take such positions into account when voting in subsequent elections. ASCD also urges Congress to renew past support for an equal rights amendment and urges supporters of equal rights to develop further approaches to achieve their goal.

10. Women in Educational Leadership

ASCD recognizes, values and encourages equity in educational leadership roles. Further, ASCD expresses its belief that women are effective educational leaders and encourages their equal access to educational leadership positions and to in-service and preservice preparation for those positions.

ASCD should specifically state its position on women in educational leadership, promote, support and sponsor activities to further equity in educational leadership, and encourage its membership to take those actions necessary to assure women equal access to educational leadership positions.
AFFILIATE REPORT

October 1983

Diane Berreth
Associate Director
Affiliate Units

I. Affiliate Demographic Information

1. Affiliate membership and dues will be reassessed December 1983. As of December 1982 affiliate membership stood at 15,020 and average dues at $10.00.

2. Thirty-six affiliates are in compliance with the new constitutional requirements established June 1982. Affiliates have until June 1984 to make any necessary changes in their constitutions. Table I lists the status of each affiliate.

3. With the addition of Maine and Connecticut the total number of affiliates with executive secretaries stands at 27.

II. Legislative Network

The Legislative Network decided to begin its dissemination activities through a column in Affiliate Action, rather than through a separate newsletter. Their monthly column, with the Network's logo, first appeared in the September 1983 issue. The Legislative Network will hold its annual meeting at the Annual Conference in New York, March 1984.

III. Affiliate Membership Promotion Program

All elements of the membership promotion program are in place, including:

a. publication of national's stance on membership fee collection (Affiliate Action, April 1983).

b. rebate program for new national members running September 15, 1983 through September 15, 1984. ASCD will return $10.00 to the affiliates for each new national comprehensive or regular member.

c. inclusion of affiliate presidents' listing with each new membership card, effective October 15, 1983.

d. revised printed student membership forms, sent to affiliate presidents August 1983.
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e. revised, expanded mailing label lists.

f. two complimentary memberships to each affiliate annually. Submission forms were sent to affiliate presidents September 1983.

IV. Affiliate Services

In addition to the above items, these services have also been provided to affiliates in the last quarter:

a. invitational visits to four affiliates by the Associate Director for board consultation, workshops, and speeches.

b. response to written and phone requests averaging 11 a day. Answers to information requests included information on speakers, governance, membership promotion, programs, etc.

c. planning for the 1984 Presidents Leadership Conference to be held May 3-5, 1983 in Alexandria, Virginia.

d. development and distribution of a traveling display unit which has been used by five affiliates in the past four months.

e. provision of mailing labels, promotional materials, and videotape previews.

f. coordination of the dissemination of the New York Convention Bureau film.


The strategies listed in the Long Range Plan for the affiliate units are all underway as follows:

a. develop an affiliate leadership training program. This program is under development and all meetings have been planned. The Affiliate Advisory Committee will provide input into these meetings.

b. develop a unit self-study program. The unit self-study program will be reviewed by the Affiliate Advisory Committee. Training in use of the self-study program will be provided at the May 1984 Presidents Leadership Conference.

c. establish and support an affiliate membership growth plan. All elements of the affiliate membership program are underway.

d. expand newsletter coverage to include networks, Executive Council and executive secretaries. All named groups are now included in the Affiliate Action newsletter.
e. actively engage affiliate unit leaders in policy analysis work. Two affiliates, Florida ASCD and New York ASCD have participated with national in policy analysis activities. Policy analysis training will be available to affiliates, if selected, through the regional presidents leadership training program and the Legislative Network meeting.

VI. New Programs

New affiliate programs include: affiliate regional conferences, affiliate videotape (proposed), and an affiliate advisory committee. These are described on the following pages.
ASCD AFFILIATE REGIONAL CONFERENCES
1983-1984

Purpose: to provide training to affiliate presidents in leadership skills for dealing with current affiliate issues.

Program: A 1-to 1 1/2-day drive-in conference on significant regional leadership issues. Possible issues include: membership, policy analysis or program development. Issues will be selected regionally based on survey results. The three top rated issues will be selected for 1/2-day sessions. Participants will be expected to develop an affiliate plan for each issue discussed.

Trainers: Trainers will include the Associate Director and one expert peer, preferably a past president from the same region. Occasionally a content expert may be selected as co-trainer.

Participants: Participants include the affiliate presidents from the designated region. Presidents may bring their executive secretaries or affiliate board members at the affiliate's own cost.

Expenses: Each of the three pilot regional conferences is budgeted for $1800; however, expenses will vary based on the size of the region and its distance from the national office. ASCD will reimburse travel and per diem expenses for one person from each affiliate within the region.

Location: Training will occur at a hotel or school located at a central site.

Proposed sites: Requests for a regional conference have been received from the Pacific Rim (Alaska, California, Hawaii, Oregon, and Washington) and Northeast (Connecticut, Maine, Vermont, New Hampshire, Massachusetts, and Rhode Island) regions. Based on geographical diversity and need the Southeast region (Alabama, Florida, Georgia, Mississippi) would be an appropriate third site.

Dates: One each month for three months: December, January, February.
AFFILIATE VIDEOTAPE - PROPOSED

Purpose: to provide affiliate boards with strategies for improving and expanding their affiliates.

Program: a 15-20 minute color videotape featuring Iowa ASCD members. The videotape will discuss the problems Iowa ASCD had in the mid '70s and how IASCD grew through a process of problem identification, needs assessment, goal setting, program development and ongoing evaluation.

Production: the videotape will be scripted and produced by Iowa ASCD in coordination with Diane Berreth. Iowa ASCD members will be featured on the videotape.

Cost: to be negotiated.

Location: On site in Iowa, including the IASCD annual conference.

Due Date: January 1984
AFFILIATE ADVISORY COMMITTEE

Appointees

Ed Bourque AAC 84
Scott Bradshaw AAC 85
Cile Chavez AAC 85
Eileen Duval AAC 85
Bill Walker AAC 84

Charge

The Affiliate Advisory Committee advises and makes recommendations to the Executive Council and staff. To carry out this mission the committee is charged to:

1. advise headquarters staff on the implementation of Association purposes relative to the affiliate units

2. provide feedback to the Association on issues affecting the affiliate units

3. meet at least twice annually, one meeting to be reimbursed, the other, occurring at the Presidents Meeting of the Annual Conference, not reimbursed.

Membership

The Affiliate Advisory Committee shall consist of five Association members appointed by the Executive Council. Terms of office shall be for two years. Two or three new members shall be appointed on alternate years to provide staggered terms. One member shall be selected as chair each year by the Associate Director. Members shall be drawn from those who are active and hold membership in both affiliate and national ASCD.