ASCD Board of Directors Meeting

March 9 and 12, 1984
New York City

Mercury Ballroom
New York Hilton

AGENDA

Friday, March 9, 1984

7:30-9:00 a.m.
Registration for board members who have
pre-registered by mail;
Non-registered board members are required
to contact the on-site Credentials Committee
for admission to the meeting.

8:00 a.m.
Briefing of new board members by ASCD
President-Elect Phil Robinson

9:00 a.m.
Board of Directors meeting convenes
Larry Finkel, presiding

1. Introduction
   - President's remarks
   - Conference overview
   - Approval of previous minutes
   - Introduce new staff members

2. Election results announced
   - Executive Council members elected
     from National and Board elections
   - President-Elect

3. Report on actions taken to follow up
   on 1983 resolutions

4. Initial report of Resolutions Committee
   (Joanne Martin-Reynolds)

Referenced Attachment
or Annual Report (AR)
Page Number

Lawrence S. Finkel, President  Phil Robinson, President-Elect  O.L. Davis, Jr., Immediate Past President  Gordon Cawelti, Executive Director
5. **Receive** Review Council report  
   (Elizabeth Randolph)

6. **Appoint** three-person Nominating Committee to recommend slate of at least six for three vacancies to replace Dorothy Bryant, Richard Foster, and Jack Frymier on the ASCD Leadership Foundation Board of Trustees; slate to be voted on at Monday's meeting

7. Publications Program report (Brandt)  
   AR 23-37

8. Affiliate Units report (Berreth)  
   AR 38-46
   - **Action** on recommendation to affiliate
     - ASCD United Kingdom  
     - British Columbia ASCD

9. Program Development activity report (Hall)  
   AR 51-62
   - 1983-84 NCSI program report
   - Receive suggestions on proposed 1984-85 NCSI sites and topics  
   - 1984 Doctoral Dissertation Awards program
   - Discuss procedures for contributing ideas for 1984-85 program development

10. Report on policy analysis activity (Berreth)  

11. Budget matters (Cawelti)
   - Review FY 1983 auditor's report  
   - Review FY 1984 budget execution
   - Executive Council Budget Subcommittee report (Stuart Rankin)
   - **Action** on preliminary estimate of FY 1985 budget  
   - **Action** on recommendation to continue auditors Ribis & Associates for FY 1985 budget

12. Present recommendations of Governance Committee (Robert Hanes)
   - Roundtable discussion on proposals followed by **action**
13. ASCD Leadership Foundation activity report (O. L. Davis, Jr.)

14. Conduct ballot vote for the Selection Committee to select the Nominating Committee for the 1985 Board of Directors Election (elect three)

15. 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 1984) on the Selection Committee to appoint the Nominating Committee for the 1986 National Election

16. Discussion of Review Council report

17. Discuss need for structure to establish networks of people with special interests

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**Monday, March 12**

3:30-4:30 p.m.  East Ballroom, New York Hilton

1. **Action** on the report of the Selection Committee to nominate the 1985 Nominating Committee (National Election) (this committee appointed from the October 1983 Executive Council and the March 1983 Board of Directors at those meetings)

2. **Board** Selection Committee (see Item 14) announces the three members of the Nominating Committee for the 1985 Board of Directors Election

3. **Vote** on the slate prepared by the Nominating Committee (see item 6) for ASCD Leadership Foundation Board of Trustees

4. Any further business regarding 1984 resolutions passed at the 1984 ASCD business meeting

5. Meeting adjourned
BOARD OF DIRECTORS MEETING

Minutes

March 9 and 12, 1984

New York Hilton
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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Board of Directors

March 9 and 12, 1984

Lawrence Finkel, Presiding

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The meeting of the ASCD Board of Directors was called to order by President Lawrence Finkel at 9:00 a.m. on Friday, March 9, 1984. William Walker, Executive Secretary of Indiana ASCD, served as parliamentarian and Anita Fitzpatrick of the ASCD staff recorded the minutes. In addition to the Board of Directors, the following attended the meeting:

ASCD staff. Harriet Bernstein, Update reporter; Diane Berreth, Associate Director for Affiliate Units; Ronald Brandt, Executive Editor; John Bralove, Business Manager; Gordon Cawelti, Executive Director; Anita Fitzpatrick, Administrative Assistant; Jean Hall, Associate Director for Program Development; and Lewis Rhodes, Assistant Director for Technology;

Review Council. Elizabeth Randolph (NC), chair; Barbara Day (NC); Gerald Firth (GA); James House (MI); and Charles Kingston (OH).

President’s Greeting. President Finkel welcomed the Board of Directors, the Review Council, ASCD staff, and guests to New York City. He said he had worked very closely with Conference Planning Committee chair Marcia Knoll (NY) and the ASCD staff to present a rewarding, enjoyable Annual Conference. Staff members Jean Hall, who is Associate Director for Program Development and replaced Ruth Long, and Lewis Rhodes, ASCD’s first Assistant Director of Technology, were introduced to the board and welcomed to their first ASCD Annual Conference.

Minutes Approved.

Ron Hibbard (OH) MOVED and Marshall Perritt (TN) SECONDED approval of the minutes of the 1983 meeting of the ASCD Board of Directors. MOTION CARRIED.

Conference Evaluation. John Van Hoose has coordinated a conference evaluation in order to assist the Conference Planning Committee in planning for next year’s Annual Conference. He distributed evaluation forms and requested that they be completed and submitted at the end of the conference.
1983 Election Results. President Finkel announced the results of the 1983 National and Board Elections:

**National Election**

President-Elect: Carolyn Hughes (OH)

Members-at-Large (Board): Donna J. Carter (MN)
                           Delores Greene (VA)
                           Richard Kankel (NV)
                           Lois Fair Wilson (CA)
                           Claire Yoshida (HI)
                           Richard Babb (ME)

Review Council: J. Arch Phillips (OH)

**Board Election**

Executive Council Members: Patricia C. Conran (IL)
                           Anna Jolivet (AZ)

All will take office at the close of this Annual Conference, March 13, 1984.

1984 Resolutions Reviewed. President Finkel introduced Joanne Martin-Reynolds (OH) who chaired the Resolutions Committee. Ms. Martin-Reynolds referred the board to the resolutions submitted prior to the conference (attachment B mailed prior to the meeting) and urged careful review before the ASCD Business Meeting. She encouraged attendance at the open hearing where resolutions could be amended, changed, etc., before submitting them to the vote of the membership at the Business Meeting.

Review Council Report. President Finkel introduced Elizabeth Randolph, chair of the Review Council. She reviewed the Review Council report (mailed prior to the meeting), which summarizes a three-year analysis of ASCD purposes as set forth in Article II of the ASCD Constitution. Data was gathered at the annual conferences and through a random sampling of the membership by means of a survey form disseminated by the Review Council. Seventeen recommendations were made with regard to the last two purposes studied over the past year. Ms. Randolph asked the board to review these carefully since fifteen came from the membership, which is represented by the Board of Directors. She also pointed out that many of the recommendations have already been implemented and some are included in the ASCD Five Year Plan, and that the Review Council continues to give careful consideration to membership feedback.

President Finkel encouraged board members to participate in the Review Council open hearings conducted throughout the conference, and he said he was pleased to receive the report on behalf of the Board of Directors.
Leadership Foundation Nominating Committee. President Pinkel appointed Tom Lindersmith (OR), Juliana Boudreaux (LA), and Roberta Walker (District of Columbia) to serve on a Leadership Foundation Board of Trustees Nominating Committee. They were asked to prepare a slate of at least six nominees for three vacancies on the Leadership Foundation Board of Trustees to be voted on at the final board meeting on Monday, March 12.

Publications Program Report. ASCD Executive Editor Ron Brandt distributed a survey form board members could use to indicate priorities for production of proposed new videotapes.

Mr. Brandt referred to the "Status of ASCD Publications" (pages 27-31 of the Annual Report). He said the board establishes broad policies for all ASCD programs but that the Executive Council approves particular publications. He explained that a seven-member Publications Committee appointed by the Executive Council meets for two days in October to discuss future ASCD publications (themes for Educational Leadership, topics for books, videotapes, etc.). Recommendations from that meeting are presented to the Executive Council later in October for discussion and approval.

Mr. Brandt said a new approach was being tried for choosing an editor for the 1987 yearbook. Prospective editors were asked to submit proposals for how they would develop the book. He said the Publications Committee would meet at the conference to review four proposals. One will be presented for approval by the Executive Council before the end of the conference.

Mr. Brandt then introduced Lewis Rhodes, whose role as ASCD's first Assistant Director for Technology will be to provide much needed leadership in technological areas. Mr. Rhodes said this is the first generation that has had to provide leadership without any experience, and that part of the function at ASCD will be to provide for functional experiences in the new technologies. He said we need to learn what these tools mean to us, what their human consequences are, and to facilitate our own awareness about them as tools.

Mr. Rhodes also said videotapes will be more and more focused on specific audiences and will respond to the issues and needs identified by the Board of Directors and membership. Another major focus will be electronic conferencing and how it can be utilized on a regular basis to respond to immediate problems and concerns of the association. Mr. Rhodes invited questions and conversation with the board and conference participants in order to further clarify and define expectations and needs, and to offer suggestions.

Mr. Brandt then introduced Update writer Harriet Bernstein and said she is responsible for production of that excellent publication.

Affiliate Activity Report. Ms. Berrehth referred the board to pages 38-46 of the Annual Report mailed prior to the conference and
reviewed the information in detail. She distributed updated information which reflected greater numbers of affiliate members and said she was very pleased with the growth and vitality of those affiliates she had visited since the last conference. She said she had been impressed with the innovative services offered by several affiliates that go beyond the traditional provision of information through publications and conferences (e.g. Alaska's three-day meeting to determine direction, Maine's conference follow-up meetings, and Washington's practitioner workshops).

Ms. Berreth said that many of the new ideas she received from the affiliate membership at last year's conference are underway, including the Affiliate Advisory Committee. She said this group [Cile Chavez (CO), chair, Eileen Duval (FL), Ed Borque (CT), and William Walker (IN)] is providing her with the kind of leadership she needs for long range planning for the affiliates. Another request was for specific affiliate workshops for presidents, executive secretaries, and other affiliate groups, and several will be held at the conference.

Ms. Berreth went on to review the 1983-84 affiliate activity presented in detail in the Annual Report. She said the policy analysis effort endorsed by the board last year which addressed the Florida legislated mathematics and science high school graduation requirements is creating an impact, and that the study of the promotion and retention policies in the New York City schools is currently nearing completion. The next policy analysis study will address the issue of merit pay and Ms. Berreth said ASCD would continue to seek issues of national interest that have impact on curriculum and instruction.

Robert Nicely (PA) requested clarification on the count of proportional representatives on the board for 1985. Two affiliates, California and Illinois, were assigned one more proportional representative than accounted for by their membership. Ms. Berreth said that the assignment of proportional representatives was in accordance with established procedure designating vacant proportional representatives' positions to the largest affiliate which would have otherwise lost a representative. Vacant positions occur occasionally when assignment of proportional representatives by use of the proportional representative formula does not equal the total number of positions available (61).

Ms. Berreth thanked the affiliates for their art contributions over the past year and said the artwork displayed at ASCD headquarters is a major focus of tours given to visitors.

Mr. Valiant (WA) expressed appreciation for the response of the Executive Council and Board of Directors to a request for a Pacific Rim regional leadership conference. A pilot project was held last December and the concept of regional workshops will be evaluated before more are planned.
Mr. Lindersmith (OR) said the Annual Report did not address the leadership provided by Ms. Berreth and said that many present at the board meeting may not be aware of the amount and quality of service she has provided since joining ASCD. He asked that the record reflect his expression of appreciation and Ms. Berreth was given a standing ovation by the Board of Directors.

Program Development Activity Report. President Finkel introduced Jean Hall, who replaced Ruth Long as Associate Director for Program Development, and welcomed her to her first Board of Directors meeting. Ms. Hall said she was happy to be with ASCD and was especially enjoying the contact with the membership as she travels with the National Curriculum Study Institutes.

Ms. Hall referred the board to the Program Development Report on Annual Report pages 51-62, which details the background and purpose of each project, funding period and amount, and progress to date. Ms. Hall presented the program highlights and updated the information presented. She said the Elementary Curriculum Trends Survey (Annual Report pages 59-62) brought an initial return rate of over 30%, and the results of a followup mailing are still coming in. The data will be analyzed in April in conjunction with George Washington University (Washington, DC) statisticians. A final report will be available in late April or early May.

She said that the Effective Supervisors Project has supported some small research and literature grants; the Supervision and Leader Behavior Training group is in the process of focusing on inservice education and evaluation of instruction and developing training materials in a hi-tech mode in these two areas; the Commission on Supervision is scheduled to meet three times during the conference with the involvement of two other committees working together in the area of supervision (Effective Supervisors and Supervision and Leader Behavior). She said they would continue to work together and share as they explore the topics of instruction and supervision. The High Schools for the Future held its initial meeting in Alexandria in February and will meet again in July as they continue their analysis of the high school for the future; the Teaching Thinking Skills committee is holding an invitational conference at the Wingspread Conference Center outside Milwaukee for the purpose of formulating recommendations to make to ASCD for future work.

Ms. Hall said suggestions for new projects and new committees will be considered during the coming months and she encouraged board members to contact her at the conference or at ASCD headquarters.

March 1983-February 1984 NCSIs Reviewed. Ms. Hall reviewed the National Curriculum Study Institutes data on Annual Report pages 63-65, which reflected a remarkable increase in the number of participants over the previous year. She said that school districts are encouraging personnel to attend NCSIs, and she attributes the increased attendance to the wide variety of topics offered in good locations.
1984 NCSIIs. Ms. Hall said that the new schedule of NCSIIs (attachment 1) reflects repeat topics across the country, coordination with *Educational Leadership* articles using the author as the NCSI consultant, and more cohesive presentations made by several consultants at the same institute. She pointed out that next year's topics again reflect an effort to respond to requests for specific subjects and locations.

Suggestions from the floor included scheduling weekend institutes and requests for specific locations and topics. Ms. Hall said that suggestions are welcome throughout the year and encouraged the board and general membership to contact her with their ideas.

**ASCD Doctoral Dissertation Awards.** ASCD awards dissertations that have done the most to advance knowledge and understanding during the past year in the fields of (1) curriculum development, theory and practice, (2) instructional supervision, theory and practice, and (3) instructional procedures, theory and practice. Name and institution are removed from the abstracts before being submitted to three-member referee panels in each category. The results were:

- **Curriculum (30 applicants):** Dr. Paul G. LeMahieu
  University of Pittsburgh
  Pittsburgh, PA

  Dissertation title: "A Study of the Effects of a Program of Student Achievement Monitoring Through Testing"

- **Instruction (22 applicants):** Dr. Rhona S. Noll
  Fordham University
  New York, NY

  Dissertation title: "Effects of Verbal Cueing and a Visual Representation on Percent Problem-Solving Performance of Remedial Adults"

- **Supervision (9 applicants):** Dr. Nancy B. Fones
  Gallaudet College
  Washington, DC

  Dissertation title: "Personnel Evaluation Through Training"

The winners are recognized at an Annual Conference general session, they present papers on the dissertations at the conference, and receive a two-year complimentary comprehensive ASCD membership and a plaque.

**Governance Committee.** In June 1983, the Executive Council appointed Robert Hanes (NC), O. L. Davis, Jr. (TX), Delores Greene (VA), Robert Hohman (OH), Norman Overly (IN), and Virginia Sorenson (MI), to serve on an ad hoc committee (1) to arrive at the most feasible way to handle the annual business meeting and examine the
lack of a quorum which seems to prevail, (2) to establish election procedures which are more efficient, and (3) to determine ways to make representation in governance more equitable.

Mr. Hanes served as chair and Ms. Berreth acted as ASCD staff liaison for the committee, which met last September and subsequently prepared the recommendations found in Attachment M mailed prior to the meeting:

1. The first issue, annual business meeting and lack of quorum, required no motion, but the Board of Directors was informed of the review of this issue by the committee:

   A. The current constitutional requirement of 5% of the membership in attendance to constitute a quorum for the official business meeting seems reasonable. This provides a protection for all members of the association so that a small group of individuals in attendance at the annual conference could not unduly affect the affairs of the association. Thus, no change in the 5% minimum is recommended.

   B. The absence of a quorum does not prohibit the holding of an annual business meeting. The Executive Council recommends that this meeting continue to be held but that the following changes be considered: (1) that the purposes of the annual meeting be more widely announced and (2) that the place in the program for the annual meeting be reconsidered. The Conference Program Planning Committee should consider holding the meeting in the morning immediately following a major presentation and it should be in the same location as that presentation.

2. The second issue dealt with an election procedure which consisted of two selection committees to select two nominating committees to prepare slates for the National and Board elections. This was a time-consuming, confusing, three-year procedure, during which time all members of the selection committees were ineligible for candidacy for office. The Governance Committee recommended:

   A. Elimination of the two selection committees;

   B. Establishment of a single twelve-member nominating committee, with two members of each year’s committee to be carried over to the following year;

   C. Five members of the Nominating Committee and one alternate are to be elected by the Board of Directors, and five members and one alternate are to be elected by the Executive Council. The two alternates will be individuals receiving the next highest vote and will serve only if a member cannot attend the meeting of the committee.
President-Elect Carolyn Hughes (OH) addressed the board and reviewed recent changes made in election policies and procedures to simplify the process for both membership and staff. She said she supported the recommendations of the Governance Committee because they would provide additional assurance of efficient compliance and execution of election procedures. She said this would also establish a more realistic period of service and avoid duplication of candidates.

There was no further discussion, and

Mr. Hanes MOVED that the election procedure be changed to eliminate selection committees and to establish a single twelve-member nominating committee, five members to be elected by the Board of Directors, five members to be elected by the Executive Council, and two members to be carried over from the previous year’s committee. George Woons (MI) SECONDED the MOTION. MOTION CARRIED.

3. The third issue, directed toward providing more equitable representation in governance, would require the following:

A. Increase the size of the board from 200 to 240, plus one member representing each international unit. The additional members would be members-at-large and would provide increased representation of the 30,000 national members who currently vote for 26 out of 200 seats on the board.

A motion was made and seconded to this effect and after a great deal of discussion was defeated.

B. Amend the constitution to provide for election of the ten members of the Executive Council by the membership at large rather than three from the membership and seven from the Board of Directors.

A motion was made and seconded to this effect and after considerable discussion, it was defeated.

C. Eliminate the requirement that nominees for President-Elect and Executive Council must be members of affiliated units of states in which they reside.

Discussion supported the continuing ASCD philosophy which supports full representation for all members, and

Mr. Hanes (NC) MOVED that the election policy be amended by deleting:

"The Nominating Committee is directed to select nominees for President-Elect and Executive Council members from only those people who are members of affiliated units of states in which they reside."
when there are affiliated units available." (June, 1976).

Larry McGonigal (HI) SECONDED the MOTION and the MOTION CARRIED.

President Finkel said the Governance Committee had been faced with an extremely difficult task and had spent countless hours giving careful consideration to the issues. He expressed his appreciation for Mr. Hanes' thoughtful presentation to the Board of Directors and said the commitment and conviction of the Governance Committee was evident. President Finkel said he recognized that the board had voted according to its own convictions and offered his congratulations to the group.

Policy Analysis Activity. ASCD Executive Director Gordon Cawelti addressed the Board of Directors with regard to policy analysis, and said he wanted to make two points:

1. This first year of policy analysis effort is an evolution of ASCD's attempt to assure some impact in the nation at a time of accelerated educational legislative activity at both state and national levels. The goal is to select issues that are affecting curriculum, instruction or supervision at any juncture, at the school district, state or national level, of either existing policies or proposed policies. These issues will be studied in depth and members of the local affiliates will be involved in order to have greater influence. Mr. Cawelti said this is especially important because, in the final analysis, the federal government contributes only a very conditional 7% to the support of school districts.

2. A board survey resulted in scheduling the areas of merit pay and career ladders for the next policy analysis, and lengthy discussion in the Executive Council meeting at the conference brought about two suggestions Mr. Cawelti strongly supported: (a) the issue of standards and their consequences, both positive and negative; and (b) the issue of deteriorating standards in student textbooks, a subject addressed by Secretary of Education Terrel Bell at a recent AASA conference.

Mr. Cawelti said policy analysis is conducted with an eye toward helping the many states involved in legislation on educational issues, and with the awareness that there are many commonalities across the nation. He stressed the importance of the board's participation, ideas, and decisions in determining how resources and time will be committed to policy analysis.

Auditor's Report Reviewed. Mr. Cawelti referred the board to the auditor's report and budget for the year ending August 31, 1983 (beginning on page 4 of the Annual Report), and said that the financial statements were prepared using for the first time the
accrual method of accounting which recognizes income when earned and expenses when incurred. As a result, certain retroactive adjustments had to be made, creating a cumulative deficit rather than the surplus that would have been recorded prior to the change in accounting procedures.

The budget for the fiscal year ending August 31, 1983, reflects an increase in revenues in excess of $200,000 for membership, publications, NCSIs, and other income-producing activity. Mr. Cavelti reported a membership growth from approximately 37,000 to 47,000+ currently on file, said publications sales continue to rise, and that NCSIs remain well-attended.

1983-84 Budget. Mr. Cavelti said that the business manager is projecting an estimated $100,000+ of income over expenses for the 1983-84 budget but there will be a larger reserve fund than projected by the end of August. He then referred the board to pages 14-20 of the Annual Report for the specific details of the current budget and said ASCD is continuing to have a superb year in terms of membership, publications sales, and NCSI and program development activity.

1984-85 Preliminary Budget. Mr. Cavelti directed his remarks to the budget for the period beginning September 1, 1984, through August 31, 1985. He said the projected $4,000,000 budget is based on maintaining the current level of membership with an aggressive marketing program, continued success and high sales of publications and no increase in staff (with the exception of possible part-time staff who would not receive fringe benefits). Cost containment remains a primary effort and the business manager will be researching alternative, less expensive employee hospitalization.

Mr. Cavelti said that the Executive Council approved (1) an increase in the cash reserve from the current $300,000 to a minimum of 25% of the annual budget, (2) expenditures in excess of 10% over the approved 1983-84 budget, and (3) commencement of negotiations for the rental of an additional 2,300 square feet of space in a facility adjacent to the headquarters building. The considerable membership growth and the need to respond to the high volume of publications sales on a daily basis have contributed to the need for space. Mr. Cavelti said the Executive Council had urged him to consider long-term space needs and to keep them informed of possibilities for expansion in the future.

Mr. Cavelti said he wanted to take this opportunity to point out the efforts and efficiency of the ASCD staff in handling the increased volume of membership, publications sales, and program development. He also noted that ASCD expenses and administrative costs are substantially lower than other similar educational associations, and that ASCD has five professionals serving twice as many members as other associations with fifteen professionals and much a larger support staff.

Discussion was held on the matter of changes between the budget presented in March and the final budget acted upon by the Board of
Directors in August. It was pointed out that this is only a preliminary estimate and that additional needs arise in the interim. Most of the changes in the recommendations are occasioned by the rapid growth in association membership and sales.

Executive Council Budget Subcommittee Report. Mr. Rankin (MI) chaired the Executive Council Budget Subcommittee and served with Mr. Hanes (NC) and Mr. Estes (GA) to review with the business manager the budget now underway (1983-84), as well as the first draft of the budget for the forthcoming year (1984-85). Following this review, a second draft was prepared for submission to the Executive Council for discussion before transmittal to the Board of Directors for approval.

Mr. Rankin said the subcommittee asks the questions it feels the board would ask, and tries to provide some direction, suggestions and control as the budget is being developed and is executed. He reviewed the budget process and sequence of events:

1) Fiscal year runs September 1 - August 31;

2) Budget preparation begins in the fall with Executive Council direction, suggestions, guidelines at the council's October meeting;

3) Business manager and Executive Director prepare the first draft to be reviewed by the Executive Council Budget Subcommittee in January or February;

4) In March a second draft is reviewed by the Executive Council and transmitted to the Board of Directors for review and discussion;

5) A third draft is prepared based on discussion at the board meeting and presented to the Executive Council in June for review;

6) The final budget is mailed to the Board of Directors in July with a ballot to approve or disapprove;

7) If the Board of Directors approves the budget, it goes into effect September 1.

Mr. Rankin said that any overage of 10% over the budgeted amount requires approval by the Executive Council, and that these are almost always related to membership (if membership increases rapidly, there will be more income and expenses and so the budget isn't going to be absolutely accurate and adjustments must be made). He said the subcommittee tries to examine trends and projections of income and expenditures in membership, publications, annual conference, NGSIs and other program development activities, etc. to see if there is anything to be called to the attention of the Executive Council or Board of Directors. The subcommittee also
tries to determine whether or not the forecasts are sound, to see if
the budget is consistent with affiliate and national program direc-
tion and the five year plan, it examines any discrepancies, the cash
position and cash flow, and the balance sheet, but the subcommittee
does not conduct an audit.

Mr. Rankin said he wanted to remind the board that marketing costs
had been studied many times because of the concern for the large
sums of money spent in that area. The studies substantiate that the
money spent is cost effective and does generate considerable income.

The subcommittee recommended to the Executive Council that the
association should have on hand 25% of the proposed budget or an
amount equal to three months' liquid assets and the council accepted
this recommendation in the form of a motion. After brief discussion,

Mr. Rankin MOVED and Mr. Costa SECONDED that the
preliminary estimate of the fiscal year 1985 budget
be accepted, that a final budget draft be prepared
(including any decisions made here by the board)
for submission to the Executive Council in June
and, if approved, to the Board of Directors by
mail in summer, 1984. MOTION CARRIED.

Mr. Rankin MOVED and Mr. Kiser SECONDED a MOTION
to retain auditors Ribis & Associates for FY 1985
budget. MOTION CARRIED.

ASCD Leadership Foundation. Mr. Davis served as chair of the ASCD
Leadership Foundation and reviewed foundation activities in attach-
ment K (mailed prior to the meeting). He announced the winners of
the First Annual ASCD Leadership Foundation Awards Program for the
Nurturing of Human Potential in the categories listed:

Previous Accomplishment: Lucille Jordan (GA)

Leadership Potential: Diane Gess (NY)

Advanced Educational Program: Las Cruces Public Schools (NM)

and encouraged board members to attend the Leadership Foundation
Lecture at the conference. Mr. Davis asked for the continued support
and participation in the foundation and urged submissions of ideas
and suggestions for future activity.

New Nominating Committee Selected. Earlier board action estab-
lished a twelve-member Nominating Committee (five elected from the
Board of Directors, five elected from the Executive Council, and two
carry overs from the previous year) for the National and Board of
Directors elections held in October of each year. The following
were elected by ballot vote to serve from the board:
Dorothy Foley (NY)  Doris Prince (CA)
Judine Johnson (DC)  Ann Shelley (WV)
Charles King (MI)  Robert Valiant (WA), Alternate

The Executive Council held an informal meeting to select the following:

Ray Bruce (GA)  Marshall Perritt (TN)
Jean Marani (FL)  Al Slawson (AZ)
Larry McGonigal (HI)  Geneva Gay (IN), Alternate

ASCD Network Proposal. Ms. Berreth referred the board to attachment N (mailed prior to the meeting), a proposal to encourage the development of networks within ASCD that meet current member needs and are compatible with ASCD purposes. She said this proposal would be presented to the Executive Council at its June meeting and asked the Board of Directors to review it and forward any suggestions and comments to her before then.

Round Table Discussion. The board was asked to consider the following two issues in round table discussion and present its suggestions and comments verbally and in writing for consideration by the officers, Executive Council, and staff:

(1) Equitable Board Representation. President Finkel said the issue of limited representation on the Board of Directors by a large number of members who belong to national but not to affiliates is a matter of concern that should be addressed. Although action was taken earlier in the meeting to maintain current representation, President Finkel asked the board to discuss if and how this could or should be resolved.

(2) Future Policy Analysis Issues. Mr. Cawelti requested the board to discuss and give priority to issues to be addressed by policy analysis. Possibilities already mentioned are the standards issue, and current textbook concerns, but another important focus could be the excess of systems approaches to education resulting in excessive testing.

Following round table discussion and brief verbal reports, written reports listing the concerns and suggestions of the group were submitted to the staff. These will provide direction and input as the next policy analysis efforts are determined.

March 9 Meeting Adjourned. President Finkel adjourned the meeting at 4:00 p.m.

March 12 Meeting Convened. President Finkel called the Board of Directors to order on Monday, March 12, at 3:30 p.m.

ASCD Leadership Foundation Board of Trustees Selected. President Finkel appointed Tom Lindersith (OR), Juliana Boudreaux (LA), and
 Roberta Walker (District of Columbia), at Friday's meeting to a 
nominating committee to prepare a slate of candidates for the 
Leadership Foundation Board of Trustees. The following were elected 
by ballot vote:

Art Costa (CA)
Barbara Day (NC)
Elizabeth Randolph (NC)

United Kingdom Request to Affiliate. President Finkel reviewed 
the events leading up to this request to affiliate: Department of 
Defense Dependents Schools workshop in May, 1983; a gathering of 
people interested in possible affiliation following the workshop; 
election of officers; submission of a constitution for review by the Executive Council and the Board of Directors.

The Executive Council had requested clarification of the constituton with regard to the role of non-Americans in the affiliate. A United Kingdom representative, Jennifer Beckwith, said that the constitution would be clarified to reflect full participation by all members, and

Bob Sigmon (VA) MOVED and Melda Tebow (OK) SECONDED 
a MOTION to accept the United Kingdom ASCD as an 
affiliate. MOTION CARRIED.

British Columbia Request to Affiliate. Mr. Cawelti said he had 
been contacted by a Vancouver-based group about possible affiliation 
with ASCD under the name of B.C. Association of School Supervisors 
of Instruction, an Affiliation of ASCD. He said careful attention 
had been given to assuring that affiliation would not conflict with 
other Canadian learned societies. The Executive Council reviewed 
the constitution and requested clarification of certain voting, 
membership eligibility, and office-holding provisions. Janice 
Sarkissian represented British Columbia and provided the information 
necessary to proceed: any person may join the association by paying 
the required dues, all members may vote on association matters, and 
yany member may hold office.

Tom Budnik (IA) MOVED and Cile Chavez (CO) SECONDED 
a MOTION to accept British Columbia as an ASCD affiliate 
utit. MOTION CARRIED.

1984 Resolutions. The board discussed the eleven resolutions 
passed at the Annual Business Meeting (attachment 2), and

Ron Ribbard (OH) MOVED acceptance of all except 
Resolution 7: Certification. Ray Hendee (IL) 
SECONDED the MOTION and MOTION CARRIED.

Ann Shelley (WV) requested that Resolution 7: Certification be 
amended to add:
"Furthermore, ASCD will take appropriate actions to discontinue the bypassing or elimination of professional education programs or the circumvention of certification requirements."

Robert Hanes (NC) MOVED to AMEND Resolution 7: Certification as suggested. Bob Hohman (OH) SECONDED the MOTION. MOTION CARRIED.

1984 Board of Directors Meeting Adjourned. President Finkel expressed his appreciation for a rewarding, stimulating term of office and commended the board for the manner in which the important business of the association was conducted. He said he was very grateful for the efficient assistance and response of the ASCD staff over the past year and its commitment to assuring the best conference possible.

The meeting was adjourned at 4:30 p.m. on March 12, 1984.