MINUTES

ASCD BOARD OF DIRECTORS

March 22 and 25, 1985

Hyatt Regency Hotel
Chicago, Illinois
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President Phil Robinson called the meeting to order at 9:00 a.m. on Friday, March 22, 1985. William Walker, Executive Secretary of Indiana ASCD, served as parliamentarian, and Anita Fitzpatrick recorded the minutes. In addition to the Board of Directors, the following attended the meeting:

ASCD staff: Janice Adkisson, Acting Assistant Director for Research and Information; Diane Berreth, Associate Director for Affiliates; Ronald Brandt, Executive Editor; Gordon Cawelti, Executive Director; Pam Dronka, Update reporter; Anita Fitzpatrick, Administrative Assistant; Jean Hall, Associate Director for Program Development; and Lewis Rhodes, Assistant Director for Technology.

Review Council: Gerald R. Firth (GA), chair; Barbara Day (NC); Arch Phillips (OH); and Elizabeth Randolph (NC).

Guests: Robert Anderson, Leadership Foundation chair; Frank Duffy, Gallaudet College, Washington, DC, consultant.

**President's Greeting.** President Robinson extended a formal welcome to the 1985 ASCD Annual Conference and expressed his appreciation for the support he had received during his presidential year. He encouraged the Board and affiliates to continue their active leadership role of the past year, to focus on important current issues facing education, and consider carefully the issues to be discussed at the meeting that will provide direction for the association.

**Minutes Approved.** The minutes of the 1984 Board of Directors meeting were approved by consensus.

**1984 Election Results**

**National Election**

President-Elect: Gerald R. Firth (GA)
Board Members-at Large: 
Rita Foote (MI)
Robert Krajewski (IA)
Lillian Ramos (PR)
Thelma Spencer (NJ)
George Woons (MI)

Executive Council:
Donna Jean Carter (MN)

Review Council:
Dolores Silva (PA)

Board Election
Executive Council:
Roger V. Bennett (WI)
Jean Marani (FL)
Loren Sanchez (CA)

1984 Resolutions Followup. Ms. Berreth reported that when resolutions are approved by the Board, the staff develops a plan to address them through publications, program development, governance, affiliates, and/or the annual conference. Ms. Berreth reviewed 1984 resolutions and followup activities (Attachment E of materials mailed prior to the meeting), and illustrated how one 1984 resolution, Salaries for Teachers, was addressed by means of an Educational Leadership article, formal policy analysis with a resulting publication, two institutes, and an annual conference session.

Resolutions Committee Report. Resolutions Committee chair Dwayne Matthais (NC) reported on the year’s activities:

(1) Development and printing of the Synthesis of Resolutions through 1984 (copies were available at the meeting and a mailing to the total membership is scheduled for sometime before June);

(2) Resolutions were solicited from the membership;

(3) The committee met in December to draft the resolutions submitted (mailed to the board prior to the meeting).

Conference activities include a meeting of the committee to consider resolutions submitted since December, the open hearing on resolutions, and discussion and voting on the resolutions by the membership at the Annual Business meeting.

Executive Director Contract Renewal. The Evaluation Committee, composed of the three officers, is required by ASCD policy to conduct a comprehensive evaluation of the Executive Director near the end of a three-year term. Immediate Past President Larry Finkel reported on the results of the evaluation survey completed by the Board of Directors, Review Council, and a random sampling of 300 ASCD members. At the recommendation of the Evaluation Committee, the Executive Council approved a three-year contract for the Executive Director. Following a similar recommendation to the Board of Directors:
Mr. Finkel (NY) MOVED and Mr. Bradshaw (GA) SECONDED the recommendation of the Evaluation Committee and the Executive Council to renew the Executive Director's employment contract for a period of three years. MOTION CARRIED.

Review Council Report. The Review Council report was mailed to the Board of Directors prior to the meeting and Gerald R. Firth (GA), chair, presented a brief review. The Review Council is currently engaged in an examination of membership services provided to the membership through the annual conference, program development, affiliates, and publications and products. The first effort focused on the annual conference and explored reasons why association growth has not resulted in increased conference attendance. Research and surveys concluded that although the program is considered excellent by respondents, most members are under financial and travel constraints, as well as some limitations imposed by local school board policy. The report also contained a number of recommendations with regard to conference site selection and program content. The Review Council was commended for its report, which was formally received by the board.

Program Development Report. ASCD committees and projects are presented in detail in Annual Report pages 61-92 (mailed prior to the meeting) and they were reviewed by Ms. Hall. There being no questions or discussion, Ms. Hall reviewed the 1983-84 National Curriculum Study Institutes and presented the 1985-86 schedule, their topics and sites (attachment G mailed prior to the meeting).

• Year of the Teacher. This special 1985 project addresses the need for improving the image of teaching as a profession. President Robinson conveyed his appreciation for the affiliate, professional, state and federal government, and ASCD staff support which have brought about such a positive response to this effort. He encouraged continued activity on all levels to bring about a formal federal declaration of 1985 The Year of the Teacher, and reminded the board that the logo on Year of the Teacher products available through ASCD (posters, pins, T-shirts, and tote bags) is copyrighted. He said he was especially pleased that ASCD has had this opportunity as an organization to make a significant contribution to the profession of teaching.

Affiliate Report. Ms. Berreeth reviewed the material found on Annual Report pages 39-41, and reported a 10% growth in affiliate membership over the past year (Hawaii doubled and Mississippi tripled their numbers). Affiliate activities and services over the past year include three regional meetings, a meeting of the Affiliate Advisory Committee, profiles of affiliates in terms of professional makeup, and the Presidents Leadership Conference held in Alexandria and attended by the presidents-elect of the affiliates.

Policy Analysis Report. Diane Berreeth is the staff liaison for policy analysis, a part of ASCD's program development which was
implemented in order to help members make informed decisions about educational policy issues at the district or state level. Previous policy analysis efforts have addressed Florida high school graduation requirements in math, retention and promotion policies in New York City, and merit pay. Next efforts are the long term impact of high school graduation requirements, and the potential for success of several state level initiatives.

Publications Report. Mr. Brandt reviewed the year's publications activity found in detail in Annual Report pages 27-38, including journal themes for 1984-85 and 1985-86, current and future yearbooks, books planned and under production on topics of special interest, and videotapes. He also reported on progress with ASCD's first scholarly, refereed journal, the Journal of Curriculum and Supervision, which will be edited by Robert Wise and Edmund Short of Penn State University. A second new product is Educational Leadership on Tape, which will be available through subscription.

New Headquarters Construction. Mr. Cawelti reported that ASCD's continued growth and resulting need for additional staff and space led to Executive Council authorization to purchase a building site and proceed with construction of a new ASCD facility in Alexandria, Virginia. An industrial revenue bond (which provides funds at 25% below prime interest rates) was obtained through the Industrial Development Authority of the City of Alexandria, and a contract entered into with DRI Development for construction of the building. A groundbreaking ceremony was held on March 2, 1985, and construction is now underway, with an estimated completion date of December or thereabouts. The staff is currently involved with consultants in interior layout and colors, and is looking forward to this long-term solution to severe space problems.

Organization and Salary Administration Plan. Mr. Cawelti reported on staff, salary, and workload problems that have emerged as the result of ASCD's steady growth. The Executive Council authorized studies in October to (1) review salary structure in terms of job responsibility and adequacy, (2) analyze the overall organization (including staff needs, job analysis, evaluation and pricing, salary structure, and pay program guidelines), (3) develop a salary and fringe benefit systems, and (4) provide the necessary training so that the proposed system could be maintained by the organization.

The reports were reviewed by the Executive Council at their annual conference meeting, and a final plan will be recommended at the council's June meeting for implementation to begin with the salary structure at the beginning of the fiscal year, September 1. Other recommendations will be carried out over the following year.

Five-Year Plan Update. The ASCD five-year plan update was reviewed and addressed three critical areas:

(1) construction of the new headquarters building;
(2) organizational restructuring; and
(3) what ASCD wishes to be.

The board met in roundtable discussion to engage in strategic planning to chart future direction for ASCD and establish the procedures to achieve its goals. Discussion focused on societal, learning and instructional trends and their implications for education, how they fit into the new five-year plan, and establishing a mission statement. Staff had developed a number of documents to facilitate this planning exercise, including the results of board surveys which provided data on the strengths and weaknesses of ASCD, and directions for ASCD in terms of ASCD image, membership, conference, the role of affiliates, national educational issues, governance, publications, research, and programs.

Following the roundtable discussions, the feedback provided by the board was given to Frank Duffy and members of the staff, who synthesized the data for further discussion. Following this discussion, written reports submitted by the roundtable groups provided the staff with the data needed to formulate a five-year plan update to be presented to the Executive Council in June. Once the long-range plan is adopted, implementation will begin in September 1985.

Later in the meeting, the results of the morning roundtable discussions about important areas of focus were distributed for review. The findings were organized under three categories (audiences, directions, and topics), and suggestions under each category were rated in terms of priority. The board was asked to take one last look at this information and make any additions to the existing list before turning it over to the staff to be developed.

Budget/Finance Matters (Annual Report pages 5-26).

- The audited financial statements for the fiscal year ending August 31, 1984, reflected revenues of approximately $1,100,000 more than had been projected, primarily due to a 27% growth in membership, and increased publication sales. The rapid membership growth also brought about additional expenditures for service amounting to approximately $700,000 over what had been projected. All overages were approved by the officers in accordance with ASCD policy.

The current cash position includes approximately $750,000 in interest-bearing certificates of deposit and money market accounts. The headquarters building is listed for sale at $1,300,000 in anticipation of the late 1985 or early 1986 move to the new ASCD building.

- The FY 1986 budget reflects an additional projected income of approximately $500,000 and the June budget will take into account the effect of expenses authorized by the Executive Council (such as the organizational study and salary schedule). Current projections have been based on what is known about membership attrition rates, probable
annual conference attendance in 1986, publication sales and activities, final salary schedule, and costs involved with the new building construction. New-building funds are currently in an income-producing asset account from which construction costs will be drawn. A refined budget will be presented to the council in June for review before submission to the Board of Directors in August for ballot approval.

At the end of the report,

Mr. Pulliam (MO) MOVED and Mr. Hanes (NC) SECONDED approval of the preliminary estimate of the FY 1986 budget. MOTION CARRIED.

- The Executive Council transmitted its approval to continue with auditors Ribis & Associates for FY 1985, and

It was MOVED by Mr. Valiant (WA) and SECONDED to approve retention of Ribis & Associates as auditors for FY 1985. MOTION CARRIED.

ASCD Leadership Foundation Report. Robert Anderson, chair of the ASCD Leadership Foundation, represented its Board of Trustees at the Board of Directors meeting. He reviewed the history of the foundation, which has not become the self-supporting entity conceived by the board in March, 1981. For a variety of reasons the membership has not responded to requests to contribute to this program. Among the reasons suggested were lack of focus, contribution amounts requested were too high, and services to be performed were already part of the services available to ASCD members. Immediately following defeat of a motion to continue the foundation,

Mr. Pulliam (MO) MOVED and Ms. Knoll (NY) SECONDED that the ASCD Leadership Foundation be discontinued. MOTION CARRIED.

Executive Council member Pat Conran (IL) commended former ASCD President Barbara Day (who spoke strongly in favor of a different approach to fundraising for the foundation before the vote was taken) and everyone involved in the foundation for their efforts to make this program succeed. President Robinson also thanked the foundation Board of Trustees and former trustees on behalf of the Board of Directors for the time and commitment they invested in the foundation.

Mr. Anderson recommended on behalf of the trustees the following in the form of a motion:

It was MOVED and SECONDED to apply the money collected for the ASCD Leadership Foundation (approximately $13,000) to employment of a resident ASCD scholar for the amount of time the funds would cover.
Discussion concerning disposition of the collected funds followed, and Mr. Kiser (IA) asked if some provision had been made at the time the fund was established to return the money to the donors. Pending re-
search of bylaws and other originating documents that would specify use of the collected funds in the event the foundation was discon-
tinued,

Mr. Hanke (IL) MOVED and Mr. Brellis (NY) SECONDED TABBING THE PRECEDING MOTION. MOTION CARRIED.

President Robinson requested the staff to report on its findings at next year's meeting before deciding how to proceed with the funds in the ASCD Leadership Foundation account.

Conference Evaluation. John Van Hoose (University of North Carolina at Greensboro) has for the past several years coordinated the annual conference evaluation. This is an important tool in planning for next year's conference and Mr. Van Hoose distributed evaluation forms to be completed and returned at the close of the conference, or mailed to national ASCD as soon as possible.

1986 Nominating Committee Selected. The 1984 Board of Directors approved a twelve-member Nominating Committee (five elected by the Board of Directors, five by from the Executive Council, and two carry over 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 on the Nominating Committee:

Arnie Ness (MN) Everett Sams (TN)
Bob Nicely (PA) Joan Smith (ME)
Ken Rippe (NB) Joan McPadden (OR), Alternate

The Executive Council selected the following to serve with those elected by the board:

Vivian Archer (CD) Elizabeth Manera (AZ)
Mary Bailey (GA) Virginia Sorenson (MI)
Jerry Elliot (MO) Corine Hill (UT), Alternate

Ray Bruce (GA) and Larry McGonigal (HI) were designated the two carry-over members from the 1985 Nominating Committee. Mr. McGonigal was appointed to chair the committee by President-Elect Carolyn Hughes.

Roundtable Discussions on Association Programs. Board members were asked to form roundtables with staff members and discuss those areas of particular interest to them as they relate to ASCD's long-range plan: National Curriculum Study Institutes, publications, videocassettes, policy analysis, and long-range planning. One person at each table recorded the proceedings to be submitted to the staff to provide direction for future planning.

March 22 Meeting Adjourned. President Robinson adjourned the meeting at 5:00 on Friday, March 22, and complimented the Board of
Directors for being well-informed and cognizant of current issues, as well as resourceful and creative. The final meeting was scheduled for immediately after the Annual Business Meeting on March 25.

Monday, March 25, 1985. President Robinson called the meeting to order at 5:45 p.m. and asked Mr. Walker (IN) to continue to serve as parliamentarian.

Board Action on 1985 Resolutions. The board was present for the Annual Business meeting, during which the membership voted on the resolutions resulting from the Open Hearing on Resolutions and Resolution Committee efforts. Resolutions adopted by the Board of Directors are will be mailed with the post conference Update.

Board Member Eligibility for Nominating Committee. Current policy with regard to board eligibility for the Nominating Committee states that only former members of the Board of Directors are eligible to serve, but following discussion,

It was MOVED by Ms. Foley (NY) and SECONDED by Mr. Melchior (NY) that former or current members of the Board of Directors be considered eligible for selection on the Nominating Committee. MOTION CARRIED.

March 25 Meeting Adjourned. President Robinson thanked the Board of Directors for its careful consideration of the business of the final board meeting of the 1985 conference and the meeting was adjourned at 6:10 p.m.