Board of Directors Meeting

Friday, February 28, and
Monday, March 3, 1986
San Francisco, California

SF Hilton Hotel
Continental Ballroom 4
Ballroom Level

AGENDA

Friday, February 28

8:00 a.m.   Coffee available for board members

8:15 a.m.   Orientation of new board members by President-Elect Gerald Firth

9:00 a.m.   Board of Directors meeting convenes—all directors will need to
            have preregistered by mail; nonregistered members will need to
            contact Credentials Committee on site for admission to meeting.

Carolyn Hughes, Presiding

1. Introduction
   • President's remarks—procedures
   • Approval of previous minutes

2. Election Results Announced
   • Executive Council members elected
   • President-Elect

3. Conduct board election to select five people to
   serve on the 1987 Nominating Committee

4. Resolutions Report
   • Follow-up on 1985 resolutions (Diane Berreth)
   • Initial report of current Resolutions Committee
     (Duane Mattheis, Chair)

Carolyn Hughes, President  Gerald R. Firth, President-Elect  Phil C. Robinson, Immediate Past President  Gordon Cawelti, Executive Director

[Referenced Attachment or Annual Report (AR)
Page Number]
5. Receive Review Council Report

6. **Program Development Reports** (Jean Hall)
   - Committees and projects of the Association
   - 1986 dissertation awards
   - Proposed 1986-1987 NCSI sites and topics
   - Year of the Teacher report—presentation of proclamations
   - Discuss the advisability of ASCD developing a professional recognition (certification) program signifying expertise in supervision, curriculum and instruction (all tables on this topic)

7. **Affiliate Unit Matters** (Diane Berreth)
   - Affiliate Advisory Committee Report
   - Affiliate Publications Awards
   - Governance
   - Action on 1987 Proportional Representation to the Board of Directors

8. **Publications Report** (Ron Brandt)

9. **Policy Analysis Report** (Diane Berreth)

10. **Action** on Executive Council recommendation for disposition of ASCD Leadership Foundation funds

11. **Budget Matters** (Gordon Cawelti)
    - Review FY 85 auditor’s report
    - Review FY 86 budget execution
    - Action on preliminary estimate of FY 87 budget
    - Action on recommendation to retain Ribis & Associates as auditors for FY 87 budget

**Attachment/Annual Report**

Mailed with Annual Report

AR pp. 63-87
AR pp. 104-106
AR pp. 100-103

To be sent under separate cover

AR pp. 49-55
Attachment R, AR pp. 49-52

AR pp. 17-40

AR p. 77

Attachment K

To be distributed at conference

AR pp. 7-10
Attachment D, AR pp. 7-12
Attachment E
12. New Headquarters Building Report (Gordon Cawelti) AR p. 15

13. Roundtable Discussion Items

* Discussion on association activities according to your interest:
  - National Curriculum Study Institutes--Jean Hall
  - Publications--Ron Brandt
  - Videotapes--Lew Rhodes
  - Policy Analysis (Diane Berreth)

* Should ASCD give stronger leadership in development of "Common Learnings" or "Essential Elements" of curriculum now being mandated by State Departments of Education? What about mandated testing programs which are increasingly accompanying the curriculum mandates? (All tables on this topic)

4:30 p.m. Adjourn

Monday, March 3 Immediately following business meeting in the Civic Auditorium

1. Executive Council report on Nominating Committee members

2. Any further business regarding 1986 resolutions passed at the business meeting

6:00 p.m. Board of Directors Meeting Adjourned
MINUTES

ASCD BOARD OF DIRECTORS

February 28 & March 3, 1986

San Francisco Hilton Hotel
San Francisco, California
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Meeting of the Board of Directors

February 28 & March 3 • San Francisco Hilton Hotel • San Francisco, California

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March 3 Meeting Adjourned .......................................... 8
President Carolyn Hughes called the meeting to order at 9:10 a.m. on Friday, February 28, 1986. Delmo Della-Dora, a past president of ASCD, served as parliamentarian, and Anita Fitzpatrick and Cindy Titus recorded the minutes. In addition to the Board of Directors and ASCD members, the following attended the meeting:

ASCD Staff: Jan Adkisson, Manager, Research and Information; Diane Berreth, Associate Director for Affiliates; John Bralove, Manager, Business Affairs; Ron Brandt, Executive Editor; Gordon Cavelti, Executive Director; Pam Dronka, Managing Editor, Update; Anita Fitzpatrick, Supervisor, Personnel and Office Administration; Jean Hall, Associate Director for Program Development; Lew Rhodes, Manager, Media and Technology; and Cindy Titus, Administrative Assistant.

1. **Introduction**

   - **President's Greetings.** President Carolyn Hughes extended a formal welcome to the 1986 Annual Conference and expressed her appreciation for the support she had received during her presidential year.

   - **Approval of Previous Minutes.**

     Bob Valiant (WA) MOVED and Cameron Pulliam (MO) SECONDED approval of the minutes of the 1985 Board of Directors' Meeting. MOTION CARRIED.

2. **Election Results Announced**

   President Carolyn Hughes introduced those who were elected in the 1985 Elections:

   **National Election**

   President-Elect: Marcia Knoll (NY)

   Board Members-at-Large: Carl D. Glickman (GA)
                          Evelyn B. Holman (MD)
                          Blanche Martin (IL)
                          Roberta Walker (D.C.)
                          Marilyn Winters (CA)

   **Executive Council:** Stephanie Marshall (IL)

   **Review Council:** Donna Delph (IN)
Board of Directors Election

Executive Council: Denice Sherrill Clyne (AK)
Corrine P. Hill (UT)

3. Selection of 1987 Nominating Committee

The following were elected by a Board of Directors' ballot vote to serve on the 1987 Nominating Committee:

Cindi Chance (TN) Genevieve Mandina (TX)
Phyllis Hobson (D.C.) Judy Olson (MN)
Ken Rippe (NE)

The Executive Council selected the following to serve with those elected by the Board of Directors:

Bob Krajewski (IA) Chuck King (MI)
Milton Kimpson (SC) Jean Stefanik (NH)
Tim Westerberg (CO)

Alternates: Bob Guerts (CA) and Hilda Wiles (FL)

4. Resolutions Report

• **1985 Resolutions Followup.** Ms. Berreth referred the Board to the 1985-86 Annual Report which outlines how the staff addressed the 1985 resolutions through publications, program development, governance, affiliates, annual conference, and research and information activities.

• **Initial Report of 1986 Resolutions Committee.** Resolutions Committee Chair Duane Mattheis (NC) introduced the current committee members: Helen McIntyre (WA), Robert Munnelly (MA), Ann Shelley (OH), Mabel Smith (MD), Thelma Spencer (NJ), Arthur Stellar (OK), and Herb Walberg (IL). He then reported on the year's activities:

  1. Board of Directors and ASCD Polling Panel were surveyed for ideas;
  2. Resolutions were solicited from the membership;
  3. The committee met in December to draft the resolutions that had been submitted and mailed them to all pre-registrants for the conference with their registration materials.

Conference activities will 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.

5. Review Council Report

Review Council Chair Barbara Day (NC) introduced the members of the ASCD Review Council: Arch Phillips (OH), Pete Quinby (CT), Elizabeth Randolph (NC), and Dolores Silva (PA). The Review Council Report was mailed to the Board of Directors prior to the meeting and outlines the council's activities for 1985-86, examines the program development activities of the association,
and offers recommendations for the improvement of these services.

Margaret Montgomery (TX) MOVED and Jean Marani (FL) SECONDED to have the Board of Directors receive the Review Council Report. MOTION CARRIED.

The Executive Council will review the report further in June and make any necessary recommendations for action.

6. Program Development Reports

- Committees and Projects of the Association. Ms. Hall briefly reviewed the ASCD committees and projects described in the 1985-86 Annual Report, pages 63-106. Special mention was made of activities for the Year of the Teacher: a resolution passed the United States Congress and a majority of governors in the states, dissemination of videotaped public service announcements and other products, and special activities sponsored throughout the country.


- Presentation of Year of the Teacher Proclamations. Year of the Teacher proclamations were presented to President Hughes and Immediate Past President Robinson by: Allan Nelson, president of Nebraska ASCD; Virgie Chattergy, president of Hawaii ASCD; and Lane Pluggs, president of Nebraska ASCD. Mr. Robinson offered his thanks to the affiliates for their contributions.

At the conclusion of the Program Development Report, Ms. Hughes expressed her gratitude to Ms. Hall for her excellent work as Associate Director for Program Development at ASCD.

- Discussion of Professional Recognition Activities. President-Elect Gerald R. Firth presented the report of the Executive Council Ad Hoc Committee to explore feasibility of recognition by ASCD of professional specializations in supervision, curriculum, and instruction (Attachment 1). Ms. Conran, Mr. Firth, and Mr. Hanes were appointed by President Hughes at the November 1985 meeting of the Executive Council to serve on this committee. Mr. Firth reviewed the report and worksheets were distributed to the Board.

Roundtable discussions of the ideas led to preparation of summaries for consideration. Of the 21 discussion groups, 18 endorsed the concept of specialty recognition by ASCD and another supported the idea in principle with some reservations regarding implementation.

7. Affiliate Unit Report

- Affiliate Publication Awards. Ms. Berreth and President Hughes presented Awards for Excellence in Affiliate Publications to the following:


3. Nebraska ASCD for the newsletter Nebraska ASCD News and Notes, Kathy Raymer, Editor.


- **Affiliate Advisory Committee Report.** Affiliate Advisory Committee Chair Cile Chavez (CO) introduced members of the committee: Francine Delany (NC), Eileen Duval (FL), Tom Lubben (NJ), Ad Hoc, Irving Ouellette (ME), David Robinson (AR), and Bob Sigmon (VA), Executive Council Liaison. Ms. Chavez then highlighted the purposes of the committee and explained that their report was developed to address the issue of the discrepancy between national ASCD and its affiliates in membership and other areas. She shared that the committee's report (Attachment 2, sent to the Board prior to the conference) emphasizes a "shared vision" for national and the affiliates, and summarized the committee's recommendations for working toward such a vision.

- **Governance.** Ms. Berreth reviewed the material found on pages 49-55 of the 1985-86 Annual Report and announced that several affiliates had doubled their membership in the past year.

- **1987 Proportional Representatives to the Board of Directors.** Ms. Berreth reported that membership numbers used in determining proportional representation to the 1987 Board of Directors were incorrect as printed in the 1986-87 Annual Report, pages 49-52. (Correct figures were subsequently distributed to the Board at its meeting on Monday, March 3. No formal action was taken. See Attachment 4.)

8. **Publications Report**

Mr. Brandt reviewed the year's publications activities detailed in the 1985-86 Annual Report, pages 17-40. He announced that the 1989 ASCD Yearbook will be edited by Lauren Resnick of the University of Pittsburgh. The next comprehensive member book to be published will be ASCD in Retrospect, edited by William Van Til. Beyond Effective Schools will be published in August 1986, followed by Dimensions of Thinking in the Fall. Mr. Brandt said that the Executive Council had approved publication of the McREL Thinking Skills Program, which will also be available in the early Fall. He indicated that the new Journal of Curriculum and Supervision is doing well. Educational Leadership on Tape has only a few hundred subscribers but is self-supporting. He anticipated that sales may increase as more people hear about it, so it will be continued for the time being.

9. **Policy Analysis Report**

Ms. Berreth, staff liaison for policy analysis, explained that the purpose of
this project is to inform members of important issues in educational policy
and to provide information that can be applied at the state or regional
level. Four reports have been published, including the most recent which
addresses possible long-term effects of increasing high school graduation
requirements. An expert panel is currently working on a report addressing
the probable impact of several education policy initiatives being under-
taken by the states. A professional writer will be compiling this report,
and a draft should be available at the beginning of April. The report
may be published in a Fall issue of Educational Leadership.

10. Disposition of ASCD Leadership Foundation Funds

The Board of Directors had voted to discontinue the Leadership Foundation
at its March 1985 meeting, but no provision was made for disbursement of
funds in the amount of approximately $13,325. Mr. Cavelti reported that
the Executive Council had voted to endorse the staff's recommendation to
use the funds for the acquisition of quality art work to be displayed at
the new ASCD headquarters. Expenditures would be monitored and a plaque
would be prepared and posted acknowledging that the works were paid for
by foundation contributors. A motion to this effect was defeated by the
Board and several suggestions were discussed (using the funds for a more
people-oriented project; paying the way to the Annual Conference for
recipients of the dissertation awards; seed money for a professional
recognition program; depositing the funds into an interest-bearing
account and have an ad hoc committee decide on how the funds could be
used). After considerable discussion it was

MOVED by Cameron Pulliam (MO) and SECONDED by Milton
Kimpson (SC), that the Board refer the issue of how
to dispose of the Leadership Foundation funds back
to the Executive Council for deliberation. The
Executive Council is to present several people-
oriented ideas to the Board of Directors at their
next meeting. MOTION CARRIED.

11. Budget Matters

- Review of FY 85 Auditor's Report. Mr. Cavelti reviewed the Report of
  Ribis and Associates for FY 85 (Attachment 3, distributed at the meeting),
  noting that revenue exceeded expenses in the amount of $215,182.

- Review of FY 86 Budget Execution. Mr. Cavelti referred Board members to
  the FY 86 Budget in the 1985-86 Annual Report, pages 7-10. He noted that
  budget overages, most of which are related to the move to a new building,
  were approved by the Executive Council at its February 27, 1986 meeting.
  Mr. Cavelti added that the Association expects to meet or exceed revenues
  projected for the 1986 fiscal year, and that with the addition of funds
  accumulated in reserve during fiscal year 1986, the reserve fund should
  exceed one million dollars.

- Preliminary Budget for FY 87. Mr. Cavelti reviewed the preliminary budget
  of $6,674,500 (total expenses) for FY 87, noting that this includes an
  approximately five percent increase in the FY 86 schedule for staff
  salaries. He indicated that this is a very conservative budget due to
  uncertainties created by the proposed Gramm-Rudman Deficit Reduction Act
and the shortage in state revenues which will be affecting the schools.

George Woons (MI) MOVED and Cameron Pulliam (MO) SECONDED approval of the preliminary estimate of the FY 87 budget. MOTION CARRIED.

Mr. Cawelti then answered questions from the Board pertaining to the amounts listed for NCSI marketing, additional hospitalization coverage for staff, consultant fees, and Leadership Foundation funds.

- **Ribis and Associates as Auditors for FY 87 Budget.**
  
  It was MOVED by George Woons (MI) and SECONDED by Harold Hulleman (LA) to retain Ribis and Associates as auditors for the FY 87 budget. MOTION CARRIED.

- **Possible Dues Increase for 1987.** The Board of Directors was asked to authorize the Executive Council to put a five dollar dues increase into effect in June 1986, if necessary.
  
  It was MOVED by Jean Marani (FL) and SECONDED by Milton Kimpson (SC) to authorize the Executive Council to put a five dollar dues increase into effect in June 1986, if necessary. MOTION CARRIED.


Mr. Cawelti reported that as of January 2, 1986, the 225 North Washington Street building was sold to the Non-Commissioned Officers Association for $1,150,000. The new building providing 18,000 square feet is nearing completion. The move to 125 North West Street will take place on March 15, 1986, and a grand opening ceremony is scheduled for June 19. Mr. Cawelti is also exploring the possibility of acquiring a warehouse that is located directly behind the new headquarters as a means of planning for future expansion.

- Ina Gex (LA) offered an invitation and outline of plans being made by the Louisiana affiliate for the 1987 Annual Conference to be held in New Orleans, March 21-24, 1987.

13. Roundtable Discussions

The second discussion item (whether ASCD should give stronger leadership in development of "common learnings" or "essential elements" of curriculum now being mandated by state departments of education) was introduced for consideration. The Board was also asked to discuss mandated testing programs which are increasingly accompanying the curriculum mandates. It was then

MOVED by Cameron Pulliam (MO) and SECONDED by Barbara Divins (WV) that the Board discuss this item now and that those Board members interested in discussing current Association activities reconvene following adjournment. MOTION CARRIED.
• ASCD Leadership in Developing "Essential Elements" of Curriculum. Following roundtable discussion by the Board, each table offered a summary of its discussion. There was a general sense of opposition to mandating requirements on a nationwide basis, and several creative alternative approaches to the issue were suggested for future consideration.

• February 28 Meeting Adjourned. President Hughes quoted ASCD's new mission statement, "Developing leadership for quality in education for all students," adding that the "ASCD" at the top of our official pin developed during the Year of the Teacher can also stand for a variation of our mission: "All Students Can Develop." She then adjourned the meeting at 3:40 p.m. on Friday, February 28, until its final meeting following the Annual Business Meeting on Monday, March 3.

• Discussions on Association Activities. Following adjournment, groups of Board members reconvened to discuss NGSIs with Jean Hall, publications with Ron Brandt, videotapes with Lew Rhodes, and policy analysis with Diane Berreth. Ideas will be incorporated into future planning.

Monday, March 3, 1986

President Hughes called the meeting to order at 6:20 p.m., and Delmo Della-Dora served as parliamentarian.

1. Executive Council Report on Nominating Committee

The Executive Council confirmed the following to serve on the 1987 Nominating Committee, in addition to those selected by the Board of Directors (listed on page 2 of these minutes):

Bob Krajewski (IA)  Chuck King (MI)
Milton Kimpson (SC)  Jean Stefanik (NH)
                          Tim Westerberg (CO)

Alternates: Bub Guerts (CA), and Hilda Wiles (FL)

Elizabeth Manera (AZ) and Robert Nicely (PA) were designated as the two carryover members from the 1986 Nominating Committee. Mr. Nicely was appointed to chair the committee by President-Elect Gerald Firth.

2. Board Action on 1986 Resolutions

The Board of Directors was present for the Annual Business Meeting, during which the membership voted on resolutions resulting from the Open Hearing on Resolutions, Resolutions Committee efforts, and special consideration of a resolution from the floor during the Business Meeting.

Bob Hanes (NC) MOVED and Bob Sigmon (VA) SECONDED to endorse the 1986 Resolutions passed at the Annual Business Meeting. MOTION CARRIED.

The resolutions will be mailed with the post-conference issue of Update.
MEMORANDUM

TO: Executive Council

FROM: Patricia C. Conran
       Gerald R. Firth, Chair
       Robert C. Hanes

DATE: February 14, 1986

SUBJECT: Report of Ad Hoc-Committee to Explore Feasibility of Recognition by ASCD of Professional Specializations in Supervision, Curriculum, and Instruction

An ad hoc committee of the Executive Council consisting of Drs. Conran, Firth, and Hanes appointed by President Hughes at the fall meeting of the Executive Council was charged with the responsibility of exploring the feasibility of Recognition of Professional Specializations in Supervision, Curriculum, and Instruction by the Association for Supervision and Curriculum Development.

A proposal encouraging ASCD to provide leadership to the field by such speciality recognition introduced by Dr. Charles Pagels was submitted to the Executive Council with endorsement by the Illinois ASCD.

The committee recommended that the topic be placed on the agenda for respective meetings of the Executive Council and the Board of Directors preceding the 1986 Annual Conference at San Francisco. During the planning session for these meetings on February 12, in Charlotte, N.C. members of the committee in consultation with Dr. Gordon Cawelti, Executive Director, examined the following factors:

1. Leadership/Supervision has been identified as one of six major areas to receive emphasis as part of the Five-Year Plan adopted by the Association. For a number of professional and personal reasons, this area of emphasis is scheduled to be implemented during 1986-87.

2. In order to concentrate activities in this area, it is essential that ASCD take initiative to identify the generic competencies of the professional roles in supervision, curriculum, and instruction.

OVER
3. It has been proposed that ASCD assume responsibility for recognition of specialties as distinguished from: accreditation of graduate programs of professional preparation for instructional supervisors and/or curriculum leaders (currently addressed through relationships with the National Council for Accreditation of Teacher Education); certification to completion of approved programs by institutions of higher education; licensure to practice by State Departments of Education; and/or registration for employment with the professional group (as is done in nursing). It is noted that the term "certification" often is applied to licensure when referring to public school personnel.

4. The committee considered current models by which other professionals utilize boards of examiners to provide specialty recognition above and beyond licensure or certification, particularly the American Medical Association, American Bar Association, National Society of Professional Engineers, American Institute of Accountants (Certified Public Accountants), National Association of Social Workers (Academy of Certified Social Workers), and American Institute of Architects (National Council for Registration Board).

These typically involve review by professional peers at the state, regional and/or national levels.

5. Licensure requirements for other groups, such as real estate agents, often conducted through state examinations also were discussed.

6. It was agreed that specialty recognition involved prerequisites of and should not conflict with state licensure policies or certificates conferred for completion of approved programs of graduate study.

7. Considerable attention was devoted to existing procedures for specialty recognition by other professional associations in related or similar fields:

A. Association of School Business Officials - Three types of "recognition" as school business official, school business administrator, and school business specialist. Renewal requires earning 10 "points" every three years, involving participation in ASBO and training activities.

B. American Society of Personnel Administrators - Approval involves review by committee of application and documentation, including references, experience, and preparation. Amount of experience is inversely related to amount of formal preparation. Two renewals by re-tests at three-year intervals earn permanent status.
C. American Society for Training and Development - An elaborate study has identified 15 professional roles involving 31 competencies manifest through 102 critical outputs. Study appears to offer substantial and significant data for roles in instructional leadership.

8. The committee agreed that the concept of speciality recognition should be presented to the Board of Directors to determine if it was a service that ASCD members would value.

9. Further discussion focused on the alternative approaches that might be taken to achieve this purpose. These include: (1) devoting selected National Curriculum Study Institutes to training sessions on a particular competency or set of competencies; (2) conducting training sessions during the summer NCSI program in the west (Vail) and/or the east (Atlantic City); (3) establishing a training center at a particular site (Alexandria).

10. Consideration of other matters relating to responses needed for implementation of such programs and constraints was deferred pending the posing of the following questions to the Executive Council and the Board of Directors at respective meetings:

   A. Should ASCD move ahead in developing a formal plan for speciality recognition within the profession?

   B. What should be the nature of the training modules provided to support attainment of the appropriate competencies?

   C. How should confirmation of possession of these competencies be achieved?

   D. If such action is approved, would you personally participate in such a program?
A CHALLENGE TO EXCELLENCE

A REPORT
BY

THE AFFILIATE ADVISORY COMMITTEE

PRESENTED TO
The Board of Directors
Association for Supervision and Curriculum Development

February, 1986
1985-86
ASCD AFFILIATE ADVISORY COMMITTEE

Dr. Cile Chavez, CHAIR
Deputy Superintendent
Littleton Public Schools
Littleton, Colorado

Mrs. Francine Delany
Coordinator of Elementary Education
Asheville City Schools
Asheville, North Carolina

Ms. Eileen J. Duval
Principal
Buckhorn Elementary School
Valrico, Florida

Mr. Thomas Lubben, AD HOC MEMBER
Acting Assistant Superintendent
Englewood Board of Education
Englewood, New Jersey

Mr. Irving Ouellette
Associate Professor and Director
Teachers for Secondary Schools Program
University of Southern Maine
Gorham, Maine

Mr. David Robinson
Superintendent
Sheridan Public Schools
Sheridan, Arkansas

Dr. Bob L. Sigmon, EXECUTIVE COUNCIL LIAISON
Director for Elementary Education
Richmond City Schools
Richmond, Virginia

Dr. Diane C. Berreth, STAFF LIAISON
Associate Director, ASCD
Alexandria, Virginia
INTRODUCTION

The Affiliate Advisory Committee (AAC) was formed in 1983 based on the Executive Council Recommendations for ASCD's long-range plan. The five member committee reports to the Director of Field Services and makes recommendations to the Executive Council through the Executive Council Liaison. The AAC meets twice a year for the purpose of:

1. Providing advice on the implementation of association purposes relative to the affiliates.
2. Providing feedback on affiliate issues.

During the past three years, the committee recommendations have resulted in the following outcomes:

** Three regional presidents' meetings for the purposes of sharing successes, concerns, and building closer working relationships with national.

** The establishment of a Board Credentials Committee in order to credential alternates to the Board Meeting to ensure full participation.

** The revision and enhancement of the annual Affiliate Status Report.

** Revision of the Affiliate Policies and Procedures.

** Improvement of the annual Presidents' Leadership Conference.

** Greater involvement of the affiliates in carrying out the Association's purposes.

There have been expressed concerns about the discrepancies that exist between the affiliates and the national ASCD. The Affiliate Advisory Committee was charged by President Carolyn Hughes with reporting to the 1986 Board of Directors meeting on issues raised at the national conference in Chicago, 1985. Subsequent to this charge, the Affiliate Advisory Committee engaged in extensive discussion to identify the core issues. The result was the identification of the larger issues of relatedness, shared vision, and the responsibility for ASCD goal attainment. In essence, we believe in empowering affiliates and national to achieve common goals. Specifically, the existence of the AAC has demonstrated that the progress in growth of both national and the affiliates are inexorably woven together. Affiliates are seen as the "arm" of national in most states, and where the affiliates have become weak or nonexistent, the national image has suffered. The Affiliate Advisory Committee is committed to this shared vision and has identified the following as outcomes of a true symbiotic relationship.

** Greater utilization of present resources from national available to affiliates.
** Minimization of the perceived struggle between national and affiliates.

** Increased awareness and greater unity.

** Increased initiative on the part of the affiliates to support ASCD goals.

** Enhanced appreciation and recognition by national toward affiliates.

These desired outcomes constituted the framework for surveying the affiliates. The survey was an effort to have affiliates focus their thinking and plan in a futuristic manner for ways in which the above outcomes could be realized. The survey consisted of a planning document that called for Affiliate Response/Intended Action on the six principles from the ASCD Strategic Plan. Specifically, affiliates were asked to identify concrete ways they could help ASCD meet the principles and what resources they would need from ASCD to carry out their strategies. The purpose of this report is to articulate recommended courses of action as a result of soliciting affiliate thoughts on shared vision.

The Affiliate Advisory Committee will take the results of the planning document used in the survey to the Presidents' Leadership Meeting at the ASCD Annual Conference for further discussion and action.
RECOMMENDATIONS

The spirit of the recommendations is imbedded in the belief that in order to breathe life into the affiliates and in order to further strengthen the national, energies and efforts must be focused on a shared vision. Using the national goals and principles, affiliates can develop action plans that will result in greater collaboration and growth. Recent ASCD movements in the area of teacher recognition and thinking skills have only begun to demonstrate how our shared vision can be amplified when both parties commit to the goal at hand. The following recommendations were made in the spirit of a shared vision.

I. UNIFIED MEMBERSHIP

The AAC has carefully studied the issue of unified membership as requested at the 1985 meeting of the Board of Directors. While the goal of providing national members with an option for unified membership seems desirable in the future, the present diverse status of the affiliates make a sound, workable recommendation on unified membership impractical at this point in time.

As the national and affiliate goals become more congruent and as services offered by the various affiliates become increasingly similar, such a plan could be productive, nondivisive, and practical from a management perspective. In the interim, the committee recommends further study by the AAC at a later date on this most critical issue with a possible development of a pilot project in one or two states to assess the time lines and impact of such a proposal.

II. NETWORKING THROUGH REGIONAL LEADERSHIP MEETINGS

During the past two years, ASCD has supported activities which are bonding affiliate units together through regional leadership meetings. In these meetings, regional affiliate presidents and future officers are given the opportunity to share successful ideas, identify problem areas, and collectively generate solutions. The concept of networking is highly valued by the affiliates for the expressed purpose of enhancing affiliates as effective extensions of ASCD. Clearly, networking seems to take place best among affiliates in the arena of regional meetings.

The use of practitioners serving as facilitators and leaders in these meetings provides both ASCD and the affiliates a continuous pool of talented leaders. It is recommended by the AAC that the Executive Council provide more ongoing support to the concept of annual regional leadership meetings in addition to the fully supported meetings currently funded in three regions each year. The ongoing support could consist of planning, site arrangements, and nonpaid consultants as requested by the region. Regions would
be expected to pick up all additional expenses. With such support, each region should be expected to meet yearly. It is the belief of the committee that such regular meetings will:

1. Further cooperation between affiliates and the national office.

2. Foster the progress toward the accomplishment of goals at the affiliate and national levels.

3. Enable national to develop a broader pool of prospective leaders.

4. Increase "cross fertilization" of ideas that presently only occur at president-elect and annual national conferences.

It is the belief of the committee that such a regular program of regional leadership meetings will go far toward the shared vision expressed by affiliates and national in addition to reducing many of the broad differences that currently separate the diverse affiliate units.

III. AWARDS OF EXCELLENCE

The AAC recognizes the fact that effective and visionary organizations reward excellence. Focus on rewarding excellence impacts positively productivity and satisfaction. Therefore, the AAC recommends that the Field Services Office, with the assistance of the AAC, develop a Quality Awards Program for affiliate activities. We recognize that a pilot effort to award excellence in affiliate publications is now under way. We recommend that this program be extended and increased over the next year.

IV. DEVELOPMENT OF AFFILIATE ACTION PLANS

The affiliate units are at different stages in development and success. We believe in strong quality programs for each affiliate and thus recognize the need for differential support from national. It is recommended that all affiliates develop a strategic growth plan interfacing with the national goals and direction. The AAC will assist with this plan development.
February 21, 1986

Board of Directors
Association for Supervision and Curriculum Development
Alexandria, Virginia

We have examined the statement of assets, liabilities and fund balances of the Association for Supervision and Curriculum Development as of August 31, 1985, and the related statements of revenues and expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of the Association for Supervision and Curriculum Development as of August 31, 1985, and the results of its operations for the year then ended, in conformity with generally accepted accounting principles, applied on a basis consistent with that of the preceding year.

Ribis & Associates

MEMBERS OF THE AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT  
BALANCE SHEET  
AUGUST 31, 1985  

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash - checking</td>
<td>$ 276,948</td>
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<tr>
<td>Cash - money market fund</td>
<td>144,360</td>
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<tr>
<td>Cash - construction loan account</td>
<td>999,919</td>
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<td>Cash - payroll</td>
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<tr>
<td>Cash - savings</td>
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<td>Petty cash</td>
<td>200</td>
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<tr>
<td>Cash - certificates of deposit</td>
<td>740,000</td>
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<td></td>
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<tr>
<td>Due from employees</td>
<td>458</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Accounts receivable (net of allowance for doubtful accounts of $4,118)</td>
<td>248,930</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Accrued interest receivable</td>
<td>19,804</td>
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<tr>
<td>Prepaid membership promotions</td>
<td>59,718</td>
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<tr>
<td>Prepaid insurance</td>
<td>7,959</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses - other</td>
<td>11,147</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$2,513,391</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| OTHER ASSETS: |       |       |       |       |       |       |       |
| Rent deposit | 2,750 |       |       |       |       |       |       |
| Copier deposit | 7,600 |       |       |       |       |       |       |
| **Total Other Assets** | **10,350** |       |       |       |       |       |       |

| PROPERTY, PLANT AND EQUIPMENT: |       |       |       |       |       |       |       |
| Land - N. Washington (Note 6) | 195,540 |       |       |       |       |       |       |
| Building and improvements - N. Washington (Note 6) | 596,739 |       |       |       |       |       |       |
| Land - Cameron & West (Note 5) | 800,000 |       |       |       |       |       |       |
| Building - Cameron & West (Note 5) | 852,952 |       |       |       |       |       |       |
| Furniture and equipment/computer | 846,524 |       |       |       |       |       |       |
| Less: accumulated depreciation | (413,549) |       |       |       |       |       |       |
| **Net Property, Plant and Equipment** | **2,878,206** |       |       |       |       |       |       |

| TOTAL ASSETS |       |       |       |       |       |       |       |
| **$5,401,947** |       |       |       |       |       |       |       |

(Continued)

The accompanying notes are an integral part of these statements
## Liabilities and Fund Balances

### Current Liabilities:
- Accounts payable: $244,478
- Payroll taxes payable: 8,713
- Accrued wages: 13,435
- Accrued leave: 62,583
- Accrued real estate taxes: 989
- Mortgage payable - current portion: 1,600

**Total Current Liabilities:** $331,798

### Deferred Income:
- Deferred conference income: 2,050
- Deferred Lancaster - Lebanon project income (Note 1): 13,057
- Deferred dues (Note 1): 1,577,105

**Total Deferred Income:** 1,592,212

### Long-Term Liabilities:
- Mortgage payable (Note 3): 546,774
- Less: current portion above (1,600)

**Total Revenue Bond Payable (Note 5):** 2,384,000

**Total Long-Term Liabilities:** 2,929,174

### Fund Balances:
- Unrestricted: 536,054
- Restricted:
  - Importance of People Fund: 1,947
  - ASCD Foundation: 10,762

**Total Fund Balances:** 548,763

**Total Liabilities and Fund Balances:** $5,401,947

The accompanying notes are an integral part of these statements.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

STATEMENT OF REVENUES AND EXPENSES

FOR THE YEAR ENDED AUGUST 31, 1985

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES (Schedule A):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>$2,239,785</td>
<td>$2,089,500</td>
</tr>
<tr>
<td>Publications</td>
<td>2,088,915</td>
<td>1,592,000</td>
</tr>
<tr>
<td>National Curriculum Study Institutes</td>
<td>475,898</td>
<td>390,000</td>
</tr>
<tr>
<td>Human Resource Development Program</td>
<td>226,186</td>
<td>248,750</td>
</tr>
<tr>
<td>Annual conference</td>
<td>494,311</td>
<td>368,500</td>
</tr>
<tr>
<td>Other income</td>
<td>164,890</td>
<td>104,000</td>
</tr>
<tr>
<td>Total Income</td>
<td>5,689,985</td>
<td>4,792,750</td>
</tr>
</tbody>
</table>

|                  |          |         |
| **EXPENSES (Schedule B):** |          |         |
| Publications      | 1,048,834 | 981,000  |
| Publications fulfillment | 138,637 | 114,000  |
| Marketing         | 1,069,551 | 728,000  |
| Annual conference | 126,362   | 134,000  |
| Program development | 198,817 | 129,000  |
| National Curriculum Study Institutes | 251,997 | 240,000 |
| Research Information Service | 734 | - |
| Human Resource Development Program | 15,409 | 45,000 |
| Governance        | 121,115   | 114,500  |
| Field services    | 44,318    | 46,000   |
| Salaries and related expenses | 1,349,979 | 1,259,300 |
| Operating expenses | 972,164 | 803,000  |
| Other expenses    | 136,886   | 48,500   |
| Total Expenses    | 5,474,803 | 4,642,300 |

EXCESS OF REVENUES OVER EXPENSES

|          | $ 215,182 | $ 150,450 |

The accompanying notes are an integral part of these statements.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
SCHEDULE OF REVENUES
FOR THE YEAR ENDED AUGUST 31, 1985

<table>
<thead>
<tr>
<th>Schedule A</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MEMBERSHIP (NOTE 1):</strong></td>
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<tr>
<td>Comprehensive</td>
<td>$1,754,233</td>
<td>$1,674,000</td>
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<tr>
<td>Regular</td>
<td>493,481</td>
<td>426,000</td>
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<tr>
<td>Student</td>
<td>1,138</td>
<td>1,500</td>
</tr>
<tr>
<td>Less: refunds</td>
<td>(9,067)</td>
<td>(12,000)</td>
</tr>
<tr>
<td><strong>Total Membership</strong></td>
<td>$2,239,785</td>
<td>$2,089,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PUBLICATIONS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publication and cassette sales</td>
<td>617,275</td>
<td>380,000</td>
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<tr>
<td>Less: returns</td>
<td>(16,162)</td>
<td>(15,000)</td>
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<tr>
<td>Subscriptions - agency</td>
<td>77,879</td>
<td>68,000</td>
</tr>
<tr>
<td>Subscriptions - individual</td>
<td>84,037</td>
<td>90,000</td>
</tr>
<tr>
<td>Less: refunds</td>
<td>(629)</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Journal advertising</td>
<td>73,585</td>
<td>45,000</td>
</tr>
<tr>
<td>Videotapes</td>
<td>1,252,930</td>
<td>1,025,000</td>
</tr>
<tr>
<td><strong>Total Publications</strong></td>
<td>$2,088,915</td>
<td>$1,592,000</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NATIONAL CURRICULUM STUDY INSTITUTES</strong></td>
<td>475,898</td>
<td>390,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HUMAN RESOURCE DEVELOPMENT PROGRAM</strong></td>
<td>226,186</td>
<td>248,750</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ANNUAL CONFERENCE:</strong></td>
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<td></td>
</tr>
<tr>
<td>Exhibit booths sales</td>
<td>115,659</td>
<td>99,000</td>
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<tr>
<td>Program advertising</td>
<td>5,821</td>
<td>5,000</td>
</tr>
<tr>
<td>Registration fees</td>
<td>368,212</td>
<td>248,500</td>
</tr>
<tr>
<td>Less: refunds</td>
<td>(14,826)</td>
<td>(8,000)</td>
</tr>
<tr>
<td>Meal functions</td>
<td>19,445</td>
<td>24,000</td>
</tr>
<tr>
<td><strong>Total Annual Conference</strong></td>
<td>$494,311</td>
<td>$368,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OTHER INCOME:</strong></td>
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<tr>
<td>Mailing labels sales</td>
<td>65,330</td>
<td>35,000</td>
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<tr>
<td>Net returned checks</td>
<td>(12,558)</td>
<td>(5,000)</td>
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<tr>
<td>Royalties</td>
<td>2,879</td>
<td>4,000</td>
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<tr>
<td>Staff development fees</td>
<td>19,858</td>
<td>-</td>
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<tr>
<td>Interest</td>
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<td>65,000</td>
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<tr>
<td>Miscellaneous</td>
<td>1,175</td>
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<tr>
<td>Lancaster - Lebanon Project</td>
<td>21,025</td>
<td>-</td>
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<tr>
<td>Hopewell contract fees</td>
<td>1,245</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>$164,890</td>
<td>$104,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$5,689,985</td>
<td>$4,792,750</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these statements.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
SCHEDULE OF EXPENSES
FOR THE YEAR ENDED AUGUST 31, 1985

Schedule B

<table>
<thead>
<tr>
<th>Descriptions</th>
<th>Actual</th>
<th>Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>PUBLICATIONS PRODUCTION:</strong></td>
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<tr>
<td>Educational leadership</td>
<td>$ 346,394</td>
<td>$ 300,000</td>
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<tr>
<td>New booklets</td>
<td>80,942</td>
<td>120,000</td>
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<tr>
<td>Reprints</td>
<td>24,685</td>
<td>10,000</td>
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<tr>
<td>Yearbook</td>
<td>62,755</td>
<td>65,000</td>
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<tr>
<td>Update</td>
<td>75,015</td>
<td>49,000</td>
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<tr>
<td>Staff development</td>
<td>1,801</td>
<td>2,500</td>
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<tr>
<td>Audio tape reproduction</td>
<td>20,522</td>
<td>26,000</td>
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<tr>
<td>Video/film development</td>
<td>218,155</td>
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<tr>
<td>Video/film reproduction</td>
<td>200,454</td>
<td>180,000</td>
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<tr>
<td>Miscellaneous</td>
<td>7,817</td>
<td>3,500</td>
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<tr>
<td>Scholarly Journal</td>
<td>10,294</td>
<td>25,000</td>
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<tr>
<td><strong>Total Publications Production</strong></td>
<td>1,048,834</td>
<td>981,000</td>
</tr>
<tr>
<td><strong>PUBLICATIONS FULFILLMENT</strong></td>
<td>138,637</td>
<td>114,000</td>
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<tr>
<td><strong>MARKETING:</strong></td>
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<tr>
<td>Membership</td>
<td>539,440</td>
<td>390,000</td>
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<tr>
<td>National Curriculum Study Institutes</td>
<td>64,409</td>
<td>48,000</td>
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<tr>
<td>Publications</td>
<td>45,994</td>
<td>39,000</td>
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<tr>
<td>Conference registration</td>
<td>46,637</td>
<td>26,000</td>
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<td>Exhibit show</td>
<td>-4,866</td>
<td>4,000</td>
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<tr>
<td>Journal advertising</td>
<td>2,705</td>
<td>3,000</td>
</tr>
<tr>
<td>Videotapes/films</td>
<td>178,036</td>
<td>120,000</td>
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<tr>
<td>Consultants fee</td>
<td>13,900</td>
<td>12,000</td>
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<tr>
<td>Human Resource Development Program</td>
<td>89,529</td>
<td>85,000</td>
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<tr>
<td>Miscellaneous</td>
<td>65,176</td>
<td>1,000</td>
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<tr>
<td>Public relations</td>
<td>18,859</td>
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<tr>
<td><strong>Total Marketing</strong></td>
<td>1,069,551</td>
<td>728,000</td>
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<tr>
<td><strong>ANNUAL CONFERENCE:</strong></td>
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<td></td>
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<tr>
<td>Exhibit show</td>
<td>26,272</td>
<td>27,000</td>
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<td>Program</td>
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<tr>
<td>Registration</td>
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<td>6,000</td>
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<tr>
<td>Major speakers</td>
<td>14,470</td>
<td>20,000</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>19,903</td>
<td>19,000</td>
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<tr>
<td>Bus/special activities</td>
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<td>1,000</td>
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<tr>
<td>Staff expenses</td>
<td>7,813</td>
<td>14,000</td>
</tr>
<tr>
<td>Meal functions/tours</td>
<td>22,824</td>
<td>24,000</td>
</tr>
<tr>
<td>Audio-visual</td>
<td>8,253</td>
<td>7,000</td>
</tr>
<tr>
<td><strong>Total Annual Conference</strong></td>
<td>126,362</td>
<td>134,000</td>
</tr>
<tr>
<td><strong>PROGRAM DEVELOPMENT</strong></td>
<td>198,817</td>
<td>129,000</td>
</tr>
</tbody>
</table>

(continued)

The accompanying notes are an integral part of these statements.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
SCHEDULE OF EXPENSES (CONTINUED)
FOR THE YEAR ENDED AUGUST 31, 1985

<table>
<thead>
<tr>
<th>Schedule B (Continued)</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATIONAL CURRICULUM STUDY INSTITUTES</td>
<td>$ 251,997</td>
<td>$ 240,000</td>
</tr>
<tr>
<td>RESEARCH INFORMATION SERVICE</td>
<td>734</td>
<td>-</td>
</tr>
<tr>
<td>HUMAN RESOURCE DEVELOPMENT PROGRAM</td>
<td>15,409</td>
<td>45,000</td>
</tr>
</tbody>
</table>

GOVERNANCE:
- Conference planning: 7,612 / 5,000
- Executive Council: 30,490 / 35,000
- Nominations: 2,508 / 2,000
- Board of Directors: 4,413 / 7,000
- President's expense: 14,946 / 11,000
- President's institute supp.: 14,980 / 19,000
- Executive Directors expense: 1,425 / 1,500
- Publications committee: 3,660 / 3,500
- Resolutions committee: 21,400 / 9,000
- Review council: 5,059 / 5,000
- Yearbook committee: 698 / 3,000
- Urban curriculum leaders: 7,629 / 10,000
- NCATE dues: 3,210 / -
- Educational leaders consortium: 72 / 500
- Affiliates advisory committee: 2,940 / 3,000
- Miscellaneous: 73 / -

Total Committees and Conferences: 121,115 / 114,500

FIELD SERVICES:
- Executive council travel: 4,392 / 10,000
- Staff travel: 13,546 / 13,000
- Networks: 400 / 1,000
- President's meeting: 13,418 / 13,000
- Affiliates leader training: 9,626 / 9,000
- Other travel: 2,936 / -

Total Field Services: 44,318 / 46,000

SALARIES AND RELATED EXPENSE:
- Hospitalization: 83,749 / 130,000
- Hourly employment: 30,884 / 6,000
- Life and disability insurance: 8,771 / 9,500
- Retirement: 87,263 / 86,500
- Salaries: 1,061,785 / 956,000

(CONTINUED)

The accompanying notes are an integral part of these statements.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
SCHEDULE OF EXPENSES (CONTINUED)
FOR THE YEAR ENDED AUGUST 31, 1985

Schedule B (Continued)

<table>
<thead>
<tr>
<th>Salaries and Related Expense (Continued):</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social security</td>
<td>$69,597</td>
<td>$62,300</td>
</tr>
<tr>
<td>Unemployment and workmen's compensation</td>
<td>6,195</td>
<td>8,000</td>
</tr>
<tr>
<td>Employee parking</td>
<td>1,735</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total Salaries and Related Expense</strong></td>
<td><strong>1,349,979</strong></td>
<td><strong>1,259,300</strong></td>
</tr>
</tbody>
</table>

**Operating Expenses:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>-</td>
<td>90,000</td>
</tr>
<tr>
<td>Rent</td>
<td>35,750</td>
<td>33,000</td>
</tr>
<tr>
<td>Depreciation</td>
<td>104,998</td>
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</tr>
<tr>
<td>Equipment maintenance</td>
<td>24,640</td>
<td>20,000</td>
</tr>
<tr>
<td>Membership distribution and billing</td>
<td>462,631</td>
<td>367,000</td>
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<tr>
<td>Computer networking</td>
<td>-</td>
<td>8,000</td>
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<tr>
<td>Office Supplies</td>
<td>64,455</td>
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</tr>
<tr>
<td>Postage</td>
<td>91,336</td>
<td>70,000</td>
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<tr>
<td>Interest - building</td>
<td>64,006</td>
<td>64,000</td>
</tr>
<tr>
<td>Heat, light and power</td>
<td>17,237</td>
<td>17,000</td>
</tr>
<tr>
<td>Telephone</td>
<td>38,757</td>
<td>30,000</td>
</tr>
<tr>
<td>Office/travel insurance</td>
<td>9,769</td>
<td>9,000</td>
</tr>
<tr>
<td>Taxes</td>
<td>24,054</td>
<td>20,000</td>
</tr>
<tr>
<td>Legal and auditing</td>
<td>20,765</td>
<td>15,000</td>
</tr>
<tr>
<td>Building maintenance</td>
<td>8,808</td>
<td>17,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,958</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>972,164</strong></td>
<td><strong>803,000</strong></td>
</tr>
</tbody>
</table>

**Other Expenses:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lancaster - Lebanon Project</td>
<td>14,930</td>
<td>-</td>
</tr>
<tr>
<td>Foundation</td>
<td>-</td>
<td>5,000</td>
</tr>
<tr>
<td>Staff development program</td>
<td>13,585</td>
<td>-</td>
</tr>
<tr>
<td>Canadian exchange</td>
<td>7,700</td>
<td>-</td>
</tr>
<tr>
<td>Longview Grant expense</td>
<td>2,252</td>
<td>-</td>
</tr>
<tr>
<td>Management consultant fees</td>
<td>50,203</td>
<td>10,000</td>
</tr>
<tr>
<td>Other travel and entertainment</td>
<td>13,630</td>
<td>20,000</td>
</tr>
<tr>
<td>Dues and subscriptions</td>
<td>6,265</td>
<td>3,500</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>28,321</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Total Other Expenses</strong></td>
<td><strong>136,886</strong></td>
<td><strong>48,500</strong></td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$5,474,803</td>
<td>$4,642,300</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these statements.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT  
STATEMENT OF CHANGES IN FUND BALANCES  
FOR THE YEAR ENDED AUGUST 31, 1985

<table>
<thead>
<tr>
<th>Unrestricted Fund Balance</th>
<th>Restricted Fund Balances</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Importance of People</td>
</tr>
<tr>
<td>BALANCE - SEPTEMBER 1, 1984</td>
<td>$320,872</td>
</tr>
<tr>
<td>EXCESS OF REVENUES OVER EXPENSES (DEFICIT)</td>
<td>215,182</td>
</tr>
<tr>
<td>BALANCE - AUGUST 31, 1985</td>
<td>$536,054</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these statements.
NOTE 1. ORGANIZATION AND ACCOUNTING POLICIES

The Association for Supervision and Curriculum Development is a non-profit association organized for the purpose of the improvement of education through the promotion of programs and practices which will facilitate the wholesome development of all persons involved in educational efforts.

The financial statements are prepared using the accrual method of accounting, which recognizes income when earned and expenses when incurred.

Deferred membership dues and subscription income relates to memberships and subscriptions which expire in the subsequent year. As issues are published and membership services are provided, the deferred income will be included in revenues.

The Association maintains an inventory of their publications, cassette tapes and audio visual materials that are for sale or rent to the general public as well as members. However, as the materials are produced primarily as a service to members and are dated, the costs of production and handling are expensed as incurred.

Depreciation is provided for using the straight-line method over useful lives of five and ten years for furniture and equipment. Based on the Association's maintenance program and salvage value, the building is not being depreciated.

The Association uses the allowance method of accounting for bad debts. The allowance relates primarily to publication and videotape receivables which have been sent to a collection agency.

The Association has various programs, such as HRDP, where members/participants have available goods or services provided through other functions of the Association, such as a free videotape or free participation in a NCSI. It is not practicable to allocate these revenues to the functions that provide the services. Therefore, certain programs may reflect revenues and profits while other programs reflect costs to generate this revenue.
NOTE 2. INCOME TAXES

The Association is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Income such as advertising income and sale of membership labels is taxable, however, after deduction of expenses attributed to this income. No income tax liability is recognized for the year ended August 31, 1985.

NOTE 3. LONG-TERM DEBT

First Commonwealth Savings and Loan held the first mortgage on the Alexandria property with interest at 10.75%, payable $5,320.85 monthly. The total loan balance for the year ended August 31, 1985 is $546,774. This mortgage was paid off by the Association on January 2, 1986 from the proceeds of the sale of the property located at 225 North Washington Street in Alexandria, Virginia.

NOTE 4. LEASE

The Association has entered into a eighteen month lease for the building at 221 N. Washington Street in Alexandria, Virginia commencing September 1, 1984. The monthly rent installment is $2,750 per month. The lease is renewable with the consent of the Lessor under a month-to-month tenancy.

NOTE 5. INDUSTRIAL REVENUE BOND PAYABLE

On December 28, 1984, the Association signed a sales contract with Development Resources, Inc. for the construction of a new office building located in Alexandria, Virginia. The contract sales price was $2,250,000. The Association financed $2,384,000 with an industrial revenue bond issued by the Industrial Development Authority of the city of Alexandria, Virginia on December 28, 1984. First American Bank, N.A. purchased the bond issue.

The terms and conditions for repayment are (1) the bond issue is to be secured by a first deed of trust on the land and the improvements to be erected thereon at Cameron and West Streets, Alexandria, Virginia; (2) the bond issue is further secured by a pledge for $340,000

(CONTINUED)
NOTE 5. INDUSTRIAL REVENUE BOND PAYABLE (CONTINUED)

of Certificates of Deposit to be purchased by the Association from First American Bank; and (3) on January 2, 1986, upon the sale of the building owned by the Association located at 225 North Washington Street in Alexandria, $500,000 of the proceeds were applied directly to reduce the outstanding principal balance of the bond.

The term of the bond issue will be twenty-five years with interest on the outstanding unpaid principal balances of the bond charged at 6.8% of First American Bank's prime commercial lending rate of interest.

NOTE 6. SALE OF 225 NORTH WASHINGTON STREET PROPERTY

On January 2, 1986, the Association sold the land and building located at 225 North Washington Street to the Non Commissioned Officers Association for $1,150,000. The Association also entered into a lease agreement with the Non Commissioned Officers Association on January 2, 1986 for this building at 225 North Washington Street for 73 days, beginning January 3, 1986 and ending March 17, 1986. The total rent for this period is $34,098.
### TABLE I.
**COUNT OF 1987 PROPORTIONAL REPRESENTATIVES**

<table>
<thead>
<tr>
<th>Affiliate</th>
<th>National Membership</th>
<th>Proportional Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>629</td>
<td>1</td>
</tr>
<tr>
<td>Alaska</td>
<td>397</td>
<td>0</td>
</tr>
<tr>
<td>Arizona</td>
<td>977</td>
<td>1</td>
</tr>
<tr>
<td>Arkansas</td>
<td>509</td>
<td>0</td>
</tr>
<tr>
<td>California</td>
<td>5679</td>
<td>6</td>
</tr>
<tr>
<td>Colorado</td>
<td>1182</td>
<td>1</td>
</tr>
<tr>
<td>Connecticut</td>
<td>1420</td>
<td>1</td>
</tr>
<tr>
<td>Delaware</td>
<td>184</td>
<td>0</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>335</td>
<td>0</td>
</tr>
<tr>
<td>Florida</td>
<td>2073</td>
<td>2</td>
</tr>
<tr>
<td>Georgia</td>
<td>1413</td>
<td>1</td>
</tr>
<tr>
<td>Hawaii</td>
<td>333</td>
<td>0</td>
</tr>
<tr>
<td>Idaho</td>
<td>254</td>
<td>0</td>
</tr>
<tr>
<td>Illinois</td>
<td>3825</td>
<td>4</td>
</tr>
<tr>
<td>Indiana</td>
<td>1131</td>
<td>1</td>
</tr>
<tr>
<td>Iowa</td>
<td>891</td>
<td>1</td>
</tr>
<tr>
<td>Kansas</td>
<td>707</td>
<td>1</td>
</tr>
<tr>
<td>Kentucky</td>
<td>573</td>
<td>1</td>
</tr>
<tr>
<td>Louisiana</td>
<td>1014</td>
<td>1</td>
</tr>
<tr>
<td>Maine</td>
<td>590</td>
<td>1</td>
</tr>
<tr>
<td>Maryland</td>
<td>1272</td>
<td>1</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>1645</td>
<td>2</td>
</tr>
<tr>
<td>Michigan</td>
<td>3006</td>
<td>3</td>
</tr>
<tr>
<td>Minnesota</td>
<td>1007</td>
<td>1</td>
</tr>
<tr>
<td>Mississippi</td>
<td>532</td>
<td>1</td>
</tr>
<tr>
<td>Missouri</td>
<td>1216</td>
<td>1</td>
</tr>
<tr>
<td>Montana</td>
<td>223</td>
<td>0</td>
</tr>
<tr>
<td>Nebraska</td>
<td>592</td>
<td>1</td>
</tr>
<tr>
<td>Nevada</td>
<td>208</td>
<td>0</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>396</td>
<td>0</td>
</tr>
<tr>
<td>New Jersey</td>
<td>2743</td>
<td>3</td>
</tr>
<tr>
<td>New Mexico</td>
<td>381</td>
<td>0</td>
</tr>
<tr>
<td>New York</td>
<td>5678</td>
<td>6</td>
</tr>
<tr>
<td>North Carolina</td>
<td>1563</td>
<td>1</td>
</tr>
<tr>
<td>North Dakota</td>
<td>158</td>
<td>0</td>
</tr>
<tr>
<td>Ohio</td>
<td>2722</td>
<td>3</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>619</td>
<td>1</td>
</tr>
<tr>
<td>Oregon</td>
<td>942</td>
<td>1</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>3110</td>
<td>3</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>358</td>
<td>0</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>203</td>
<td>0</td>
</tr>
<tr>
<td>South Carolina</td>
<td>904</td>
<td>1</td>
</tr>
<tr>
<td>South Dakota</td>
<td>204</td>
<td>0</td>
</tr>
<tr>
<td>Tennessee</td>
<td>978</td>
<td>1</td>
</tr>
<tr>
<td>Texas</td>
<td>3822</td>
<td>4</td>
</tr>
</tbody>
</table>
Table I, continued

<table>
<thead>
<tr>
<th>Location</th>
<th>Number</th>
<th>Location</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utah</td>
<td>336</td>
<td>Vermont</td>
<td>366</td>
</tr>
<tr>
<td>Virginia</td>
<td>1588</td>
<td>Virgin Islands*</td>
<td>110</td>
</tr>
<tr>
<td>Washington</td>
<td>1510</td>
<td>West Virginia</td>
<td>295</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>1284</td>
<td>Wyoming</td>
<td>264</td>
</tr>
<tr>
<td>Other U.S.</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada (British Columbia)</td>
<td>703</td>
<td>Other Foreign</td>
<td>446</td>
</tr>
</tbody>
</table>

TOTAL Excluding Institutional Members = 65,537
INM = -1,149

64,388
The assignment of proportional representatives for 1986-87 is based on a January 14, 1986, count of national members by affiliate. The results of this count determine proportional representation on the Board of Directors from July 1, 1986, through June 30, 1987.

**Formula**

\[
\frac{(\text{TIM} - \text{INM})^*}{200 - (\text{AL} + \text{EC} + \text{UP} + \text{GR})^{**}}
\]

**Determination**

\[
\frac{65,537 - 1,149}{200 - (20 + 13 + 53 + 53)} = \frac{64,388}{200 - 139} = \frac{64,388}{61} = 1056
\]

50% of 1056 = 528

Therefore,

\[
\begin{align*}
528 + 1055 & = 1583 \\
1584 + 1055 & = 2639 \\
2640 + 1055 & = 3695 \\
3696 + 1055 & = 4751 \\
4752 + 1055 & = 5807 \\
5808 + 1055 & = 6863
\end{align*}
\]

\[
\begin{align*}
0 - 528 & = 0 \text{ proportional representatives} \\
529 - 1583 & = 1 \text{ proportional representative} \\
1584 - 2639 & = 2 \text{ proportional representatives} \\
2640 - 3695 & = 3 \text{ proportional representatives} \\
3696 - 4751 & = 4 \text{ proportional representatives} \\
4752 - 5807 & = 5 \text{ proportional representatives} \\
5808 - 6863 & = 6 \text{ proportional representatives}
\end{align*}
\]

*TIM = Total Individual Members (less institutional members)*
INM = International Members

**Board of Directors:**

| 13 | Executive Council |
| 20 | Members-at-Large |
| 53 | Unit Presidents |
| 53 | Guaranteed Representatives |
| 61 | Proportional Representatives |

(Note: There are three additional representatives to the Board, one from each international unit (British Columbia, Germany, United Kingdom), making a total of 203.)
For 1987, application of the formula to the 64,388 members results in fifty-nine proportional representatives. Therefore, in accordance with Executive Council action (January, 1983), unallocated slots for the sixty-one proportional representatives are filled by those units who would otherwise lose a representative, from largest to smallest. The largest affiliate that would otherwise lose a representative is California. The next largest affiliate that would otherwise lose a representative is New York. The addition of one representative to each of these affiliates results in two hundred Board of Directors members for 1987, plus three representatives from the international affiliate units.
ATTACHMENTS

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

Executive Council Meetings
February 26, 27 and March 4, 1986
San Francisco Hilton Hotel
Vista Room--45th Floor

Board of Directors Meetings
February 28 and March 3, 1986
San Francisco Hilton Hotel
Continental Ballroom 4--Ballroom Level
Department: Executive Director

Item: #2 Executive Session
      FY 87 Salary Structure Recommendation

From: Gordon Cawelti

Action Requested:
      Adopt Recommendation Below

Supplementary Information:

The executive Council adopted the recommended salary structure presented by Cresap, McCormick and Paget at it's meeting in June, 1985. This was the first year the 12-grade structure was used, and the council action was implemented in September, 1985. The program is based on the comparable salary levels in other nonprofit professional associations in the Washington area that are surveyed annually. In January of this year, I contacted the CRM representative for the 1986-87 year and received the enclosed information which shows that, on the average, an increase of five percent is being given among other organizations.

Relationship to Goals and Five-Year Plan:

Places ASCD maximum salaries at the midpoint level, as requested, of other associations. This was determined by the council to be the level of competitiveness desired.

Related Documents:
      1985-86 Salary Administration Program

Action Taken:

RECOMMEND:

"That the Executive Council adopted the Recommended 1986-87 Salary Structure to be implemented on September 1, 1986, and to continue strougth August 31, 1987."

(Salary structure document to be carried as attachment to the minutes of this meeting.)
### SALARY ADMINISTRATION PROGRAM STUDY
#### RECOMMENDED 1986 SALARY STRUCTURE

(Effective September 1, 1986--August 30, 1987)

<table>
<thead>
<tr>
<th>Salary Grade</th>
<th>Point Range</th>
<th>1st Quartile Minimum ($000)</th>
<th>25th% ($000)</th>
<th>Midpoint* ($000)</th>
<th>75th% ($000)</th>
<th>4th Quartile Maximum ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>441 &amp; Above</td>
<td>$74.3</td>
<td>$83.7</td>
<td>$92.9</td>
<td>$102.3</td>
<td>$111.5</td>
</tr>
<tr>
<td>11</td>
<td>401 - 440</td>
<td>47.5</td>
<td>53.4</td>
<td>59.3</td>
<td>65.3</td>
<td>71.2</td>
</tr>
<tr>
<td>10</td>
<td>361 - 400</td>
<td>39.5</td>
<td>44.4</td>
<td>49.4</td>
<td>54.3</td>
<td>59.2</td>
</tr>
<tr>
<td>9</td>
<td>321 - 360</td>
<td>34.4</td>
<td>38.7</td>
<td>43.1</td>
<td>47.4</td>
<td>51.7</td>
</tr>
<tr>
<td>8</td>
<td>281 - 320</td>
<td>30.5</td>
<td>33.9</td>
<td>37.3</td>
<td>40.7</td>
<td>44.1</td>
</tr>
<tr>
<td>7</td>
<td>241 - 280</td>
<td>26.6</td>
<td>29.6</td>
<td>32.6</td>
<td>35.6</td>
<td>38.5</td>
</tr>
<tr>
<td>6</td>
<td>201 - 240</td>
<td>23.1</td>
<td>25.7</td>
<td>28.4</td>
<td>31.0</td>
<td>33.6</td>
</tr>
<tr>
<td>5</td>
<td>161 - 200</td>
<td>20.2</td>
<td>22.5</td>
<td>24.7</td>
<td>27.0</td>
<td>29.2</td>
</tr>
<tr>
<td>4</td>
<td>121 - 160</td>
<td>18.0</td>
<td>19.7</td>
<td>21.5</td>
<td>23.4</td>
<td>25.2</td>
</tr>
<tr>
<td>3</td>
<td>81 - 120</td>
<td>15.8</td>
<td>17.3</td>
<td>18.9</td>
<td>20.5</td>
<td>22.1</td>
</tr>
<tr>
<td>2</td>
<td>41 - 80</td>
<td>13.1</td>
<td>14.5</td>
<td>15.8</td>
<td>17.1</td>
<td>18.4</td>
</tr>
<tr>
<td>1</td>
<td>0 - 40</td>
<td>10.9</td>
<td>12.1</td>
<td>13.1</td>
<td>14.3</td>
<td>15.3</td>
</tr>
</tbody>
</table>

The salary range midpoint approximate the projected 1986 market base salary levels for each salary grade.

* Represents maximum or salary level normally attained by employees with 5-6 years of experience at ASCD.
TENTATIVE AGENDA FOR ASCD GRAND OPENING CEREMONY

125 North West Street
Alexandria, Virginia  22314

June 19, 1986

11:00-5:00 p.m.  General open house for area persons with tours, punch and light snacks

2:00 p.m.

Special invitational ceremony for former ASCD presidents, Executive Council members, and press

Welcome--Introductions
Carolyn Hughes, Immediate-Past President

History of ASCD--Presentation and short summary of highlights of newly published history
William Van Til, Editor

Presentation of book to Gerald R. Firth, ASCD President

"The Five Most Significant Curriculum Events of the Twentieth Century"--Ralph Tyler

"ASCD Looks Ahead--Significant Venture in Leadership"--Gordon Cawelti

3:15 p.m.

Closing Remarks--Adjoin
Gerald R. Firth

Tyler and Hunter papers will be presented in a future issue of Educational Leadership.
Department: Governance

Item: Election Violations

From: Executive Council Subcommittee: Roger Bennett, Pat Conran, and Anna Jolivet, Chair

Action Requested: Adopt recommended procedures for dealing with future election violations.

Supplementary Information:
The recommended procedures would clarify the existing policy (see attached). The subcommittee asks that the Executive Council consider the recommended procedures from a perspective of either: a) deterring future violations, or b) penalizing future violations. The procedures adopted should reflect the Council's intent from one of these two perspectives.

Relationship to Goals and Five-Year Plan:
ASCD Policy 1236.1.

Related Documents: Attached.

Action Taken:
1236 Procedures for reviewing alleged noncompliance with conditions of candidacy.

1236.1 If evidence of noncompliance with conditions for candidacy is presented to the officers in writing by November 10, they shall review the evidence and give the candidate the opportunity to respond and take necessary action, including termination of candidacy.

* From ASCD Handbook of Policies and Procedures
PROPOSED PROCEDURES

ASCD shall continue the tradition of PROHIBITING any promotional activities for candidates including the distribution of promotional literature and identification of candidates outside of the announcements provided by the national office. ASCD election results should reflect only individual and informed choices based only on candidates' integrity, experience, contributions, and other important leadership qualities.

Candidates and ASCD members shall
- Issue no public announcements of candidacy
- Make no statements, written or spoken, about an individual's candidacy
- Refrain from extraordinary publicity which focuses attention on the candidate
- Not engage in any organized effort to promote or enhance the candidacy of an individual.

A violation has occurred when any public announcement of candidacy is made outside of the national ASCD election information.

When evidence of noncompliance with conditions for candidacy is presented in writing to the officers of ASCD, they shall review the evidence, give the candidate an opportunity to respond, and take action in accordance with established procedures which may include termination of candidacy.

Implementation of the Proposed Procedures

- A letter sent immediately to all affiliate units informing them of the election policy and new election procedures. A copy of the policy and procedures is to be included.
- At the time of the first announcement of candidates' names, the president and editor of the newsletter of each affiliate unit will sign and return an affidavit acknowledging their understanding of the policy and procedures.
- Candidates sign and return the affidavit acknowledging their understanding of the policy and procedures prior to names being placed on the ballot.

Actions in Response to Violations By

Candidate - knowledge of activity and implied consent results in termination of candidacy.
- knowledge after the fact: communication with national office upon receipt of knowledge or no later than 15 days after the occurrence. Action by the officers will be based on information available.

Continued
Affiliate unit officers or any affiliate member -

- first offense: denial of the affiliate unit's right to submit nominees for two years.
- second offense: denial of the affiliate unit's right to submit nominees for five years.
- This denial does not extend beyond the officers or board of the affiliate.
- Affiliates may submit information regarding the alleged violation. If the violation involves an affiliate member (not a candidate or board member) acting independently, the unit penalty may be waived.
Department: Business Affairs

Item: Preliminary Estimate of FY87 Budget

From: John Bralove

Action Requested: Authorize staff to proceed to develop FY87 budget for submission to Executive Council in June meeting and ultimately to Board of Directors by mail ballot in August.

Supplementary Information:

None

Relationship to Goals and Five-Year Plan:

Related Documents:

   FY87 preliminary budget

Action Taken:
Department: Business Affairs

Item: Retain Ribis & Associates as Auditors

From: John Bralove

Action Requested: Authorize Ribis & Associates as Auditors for FY87

Supplementary Information:

None

Relationship to Goals and Five-Year Plan:

Related Documents:

None

Action Taken:
Department: Business Affairs

Item: FY 86 Budget Overage

From: John Bralove

Action Requested: Authorize FY 86 Budget Overage

Supplementary Information: None.

Relationship to Goals and Five-Year Plan:

Related Documents: Attached.

Action Taken:
**ASCD**

Report on Budget Overage in Excess of 10%

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount in Excess of 10%</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>New books</td>
<td>$26,000</td>
<td>Expensive Costa book in FY 86 rather than FY 85</td>
</tr>
<tr>
<td>Audio tape develop</td>
<td>7,200</td>
<td>More tapes to be produced</td>
</tr>
<tr>
<td>Editorial programming</td>
<td>20,000</td>
<td>Not anticipated in budget</td>
</tr>
<tr>
<td>Publication fulfillment</td>
<td>7,100</td>
<td>Higher costs and postage</td>
</tr>
<tr>
<td>NCSI promotion</td>
<td>19,000</td>
<td>Cost of producing larger brochure</td>
</tr>
<tr>
<td>Temporary agency fees</td>
<td>13,000</td>
<td>High use of temporary staff</td>
</tr>
<tr>
<td>Membership/subscription</td>
<td>45,000</td>
<td>Budget set too low; Costa books costs high</td>
</tr>
<tr>
<td>distribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programming</td>
<td>54,000</td>
<td>Upgrades of existing; new software for PC's; start-up for new system</td>
</tr>
<tr>
<td>Office supplies</td>
<td>8,500</td>
<td>New supplies needed for new building</td>
</tr>
<tr>
<td>Building rental</td>
<td>24,850</td>
<td>Additional rent of 225</td>
</tr>
<tr>
<td>Equipment</td>
<td>74,000</td>
<td>Higher cost of furniture for 125 N. West not expected</td>
</tr>
<tr>
<td>Legal and Audit</td>
<td>8,000</td>
<td>Additional legal fees for settlement of both bldgs.</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>4,200</td>
<td>Use of consultant for new system exploration</td>
</tr>
</tbody>
</table>
Department: Program Development

Item: 1986-87 National Curriculum Study Institutes Schedule

From: Jean Hall, Associate Director

Action Requested: Authorize transmittal of proposed sites, dates, and topics for 1986-87 schedule.

Supplementary Information: None.

Relationship to Goals and Five-Year Plan:


Action Taken
ITEM: 8

FROM: Ron Brandt, Executive Editor

ACTION REQUESTED:
Approve appointment of those listed as members of an Advisory Board to the Network on Thinking.

SUPPLEMENTARY INFORMATION:
One of the four parts of the current ASCD thinking skills project is sponsorship of the Network on Thinking coordinated by John Barell, Montclair State College, New Jersey. In response to the concern of Executive Council members that the network should have some kind of governance structure, John Barell has proposed the establishment of an advisory board which could help plan network activities and set policy on matters such as annual dues. The board would also be expected to establish a procedure for choosing new members which would not require Executive Council action in the future.

John Barell has not contacted the persons nominated in the attached list, but we assume that they will accept appointment. In the event that they do not, we suggest that the ASCD president be authorized to appoint replacements or additions to the advisory board.

ACTION TAKEN:
17 January, 1986

Dear Ron,

Here is a list of names I would recommend to serve on the Network Advisory Board:

Jim Bellanca--Illinois Self-Renewal Institute
Art Costa--California State University
Karen Dalrymple--Eagle Valley Elementary School
   Box 780 Eagle, CO 81631
Esther Fusco--Principal, Babylon Elementary School
Philip Kligman--Office of Superintendent, San Bernadino
   County Schools, 201 North E. Street
   San Bernadino, CA 92415-0020
Robert Marzano--McREL 12500 East Iliff, Suite 201,
   Aurora, CO 80014
Cathy Petrosky--Cincinnati Public Schools, 230 E. 9th St.
   Cincinnati, OH 45202
Barbara Presseisen--Research for Better Schools, 444
   No. 3rd St. Philadelphia, PA 19123
Rosemarie Liebmann, Ridge High School, Basking Ridge,
   New Jersey, 07920
David Perkins--Harvard Project Zero

I think this is a fairly eclectic list: representing higher education, research institutions and public schools from the classroom level (Dalrymple and Liebmann) to the Superintendent's Office (Kligman). I hope this is helpful.

Sincerely,

"Where tradition meets tomorrow"

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION INSTITUTION
Department: Governance

Item: Resolutions Committee Appointments

From: Carolyn Hughes, ASCD President

Action Requested: Appoint two Resolutions Committee members.

Supplementary Information:
The terms of two of the members of the Resolutions Committee will expire in May 1986. New appointees should include higher education and midwest representation.

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Suggested Appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duane Mattheis, NC 86</td>
<td>Robert Crumpton, MN</td>
</tr>
<tr>
<td>Helen McIntyre, WA 87</td>
<td>Dr. Crumpton is with the Minnesota State Department of Education.</td>
</tr>
<tr>
<td>Robert Munnelly, MA 87</td>
<td>Virginia Sorenson, MI</td>
</tr>
<tr>
<td>Ann Shelly, WV 87</td>
<td>Dr. Sorenson has recently retired from higher education.</td>
</tr>
<tr>
<td>Mabel Smith, MD 88</td>
<td></td>
</tr>
<tr>
<td>Thelma Spencer, NJ 86</td>
<td></td>
</tr>
<tr>
<td>Arthur Stellar, OK 88</td>
<td></td>
</tr>
<tr>
<td>Herb Walberg, IL 88</td>
<td></td>
</tr>
</tbody>
</table>

Relationship to Goals & Five-Year Plan:
Relates to ASCD Constitution and to planning principles 2) strengthen the visibility and influence of ASCD, and 6) increase the number of members actively participating in ASCD.

Related Documents:

Action Taken:
Department: Field Services

Item: Networks Advisory Committee Appointments

From: Carolyn Hughes, ASCD President

Action Requested: Appoint two advisory committee members.

Supplementary Information:

The terms of two of the five members of the Networks Advisory Committee expire in March, 1986. The Committee's role is to select networks for funding and evaluate the Networks Project. The two outgoing committee members, Billy Bittinger and Pete Quinby, leave vacancies from the midwest and northeast regions that should be filled by one public school and one higher education member.

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Proposed Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mae Christian Kendall, GA</td>
<td>Luther Kiser, IA</td>
</tr>
<tr>
<td>Aubrey Moseley, TN, Chair</td>
<td>Art Roberts, CT</td>
</tr>
<tr>
<td>Claire Yoshida, HI</td>
<td>1987</td>
</tr>
<tr>
<td></td>
<td>1988</td>
</tr>
</tbody>
</table>

Relationship to Goals and Five-Year Plan:

Responds to Principle 6, increasing the number of members actively participating in ASCD.
Cuts across all focus areas.

Related Documents: None.

Action Taken:
Department: Executive Director

Item: Disposition of ASCD Leadership Foundation Funds

From: Gordon Cawelti

Action Requested: Approval of Recommended Action Below

Supplementary Information:

At the March, 1985, meeting of the Board of Directors, action was taken to discontinue the ASCD Leadership Foundation, and the staff was asked to determine if any provision was made in the bylaws for disposing of funds in such a case. It has been determined that no provision was made for disposing of the funds at that time. The fund balance is currently $13,325.

Relationship to Goals and Five-Year Plan:

Discontinued Program

Related Documents:

Action Taken:

Recommend:

"That the funds donated to the ASCD Leadership Foundation be used for the acquisition of quality art work to be displayed at the new ASCD headquarters. Expenditures are to be monitored and approved by the current president of the association, and a plaque shall be prepared and posted acknowledging that the works were paid for by foundation contributors."
ITEM: 11

FROM: Ron Brandt, Executive Editor

ACTION REQUESTED:

The attached report provides information about status of the publications program and items for consideration at the February 27 Executive Council meeting. Many of the items are for information only. No action is requested, although Council members may wish to express individual views or offer a motion on their own initiative. I request action on two items:

a. Approval to publish the McREL Thinking Skills Program in cooperation with the Mid-continent Regional Educational Laboratory.

b. Approval to publish "Dimensions of Thinking: A Framework for Curriculum and Instruction."

SUPPLEMENTARY INFORMATION:

Four publications listed on this report were not anticipated when the current budget was developed, so are not provided for in current allocations. Two were approved at earlier meetings ("Middle Schools" and "ASCD in Retrospect") and the other two will be acted on at this meeting. For those that are approved, we will formally request authority at the June meeting for the necessary over-expenditure. (Two of the publications--"Middle Schools" and the McREL Program--are expected to produce income considerably beyond the cost of publication.) The items not budgeted for are:

1. "Making Middle Schools Work" $ 7,000
2. "ASCD in Retrospect" $ 9,000
3. "McREL Thinking Skills Program" $40,000
4. "Year of the Teacher" $10,000

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLAN:

Both proposed publications are part of our Thinking Skills Project.

RELATED DOCUMENTS: See cover sheet for Item 11a.

ACTION TAKEN:
ITEM: 11

FROM: Ron Brandt

ACTION REQUESTED:
Approve publication of the McREL Thinking Skills Program in collaboration with the Mid-continent Regional Educational Laboratory.

SUPPLEMENTARY INFORMATION:
The attached statement explains the rationale and conditions for the proposed publication by ASCD of the McREL Thinking Skills Staff Development Program.

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLAN:
Explained in the attached progress report.

RELATED DOCUMENTS:
We have not enclosed materials explaining the McREL program which were reviewed by members of the advisory committee referred to in the attached proposal. These materials include:
1. the conceptual framework underlying the program,
2. sample training materials, and
3. an evaluation report on results of the program.
We will mail these materials to any Executive Council member who requests them by February 15. Please call my office (or send a note) and ask us to send the McREL materials.

ACTION TAKEN:
ITEM: 11

FROM: Ron Brandt, Executive Editor

ACTION REQUESTED: Information only at this point.

SUPPLEMENTARY INFORMATION:

Members of the advisory committee that recommended we publish a decision-making program for local leaders were asked to submit a proposal if they were interested in accepting the responsibility for writing the materials. In reply, we received the attached letter from Barbara Presselien of Research for Better Schools, who believes that the RBS "Academy on Thinking Skills" meets the committee's criteria.

Details on arrangements, costs, and so forth have not been discussed, but it appears likely that we could publish the materials under conditions similar to those proposed for publication of the McREL materials.

Other committee members, including David Perkins, have expressed interest in developing a decision-making program. (Barry Beyer, an advisory committee member, and Jim Bellanca are currently responsible for planning and conducting a two-day NCSI on this topic.)

I am not prepared to make a recommendation at this time but expect to continue exploring the matter and may be able to provide more information at our meeting in San Francisco.

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLAN:

Part of Thinking Skills Project.

RELATED DOCUMENTS:

I expect to have a copy of the full set of training materials for the "Academy on Thinking Skills" at the conference in San Francisco.

ACTION TAKEN:
ITEM: 11

FROM: Ron Brandt, Executive Editor

ACTION REQUESTED:
Approval to publish "Dimensions of Thinking: A Framework for Curriculum and Instruction."

SUPPLEMENTARY INFORMATION: Explained in the attached progress report.

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLAN:
A project of the Collaborative of Education Organizations, which in turn is a major part of the ASCD five year plan for Thinking Skills.

RELATED DOCUMENTS:
The first draft of the proposed publication was reviewed by the task force at a meeting January 23-24 in Alexandria. The final product will be revised considerably, but a copy of the draft can be provided to Executive Council members on request.

ACTION TAKEN:
ITEM: 11

FROM: Ron Brandt, Executive Editor

ACTION REQUESTED:
Decision on publication of "ASCD 1985 Year of the Teacher Celebration Booklet"

SUPPLEMENTARY INFORMATION:
The attached outline was prepared by Phil Robinson, who will explain at the Executive Council meeting his proposal for a booklet commemorating the "Year of the Teacher" observance.

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLAN: Related to 1985 program emphasis.

ACTION TAKEN:
OUTLINE OF THE "ASCD 1985 YEAR OF THE TEACHER CELEBRATION BOOKLET"

CONTENTS

PART I

OUTSIDE COVER

Depicts title: "Teachers Make a Difference!"; the LOGO; and statement, "A Report from the 1985 ASCD National Celebration of The Year of the Teacher".

INSIDE COVER

Provides copyright information, editing and production credits, and procedures for obtaining additional copies.

COVER SHEET

Restates title: "Teachers Make a Difference!" and repeats LOGO.

ASCD RESPONSIBILITIES

Lists members of the 1985 Executive Council responsible for approving and overseeing Year of the Teacher activities, and ASCD Staff Assignments for project implementation.

FOREWORD

Presents photograph and preface remarks from Gerald Firth, who will be president at the time of the Celebration booklet's publication in 1986.

IN APPRECIATION

Lists individuals and/or organizations who have significantly contributed to the research, production and editing of the booklet and its content.

TABLE OF CONTENTS

Lists topics and pages of major features within the publication.

PART II

AN IDEA IS BORN ... 

Provides background supporting ASCD's rationale for embarking on the Year of the Teacher project. Contributing factors toward the diminished
professional image of teachers are cited. Among them, published research on teaching, impact on college recruitments, school climates, lack of teacher advocates and other mitigating factors. Rutter's work will also be cited.

FROM CONCEPT TO REALITY

Outlines steps taken to translate the Executive Council's directive into a tangible and implementable plan. The role of ASCD's presidential team is highlighted along with each member's commitment to teaching.

LAUNCHING THE NATIONAL EFFORT

Cites steps taken to involve internal and external ASCD participants in a project destined to impact many levels of the community-at-large. A brief review of promotional products - ie. the LOGO, pin, publications, video-tape quotes, the commemorative stamp, t-shirts, tote bags and posters is given.

POLITICAL ACTIVITIES

Chronicles the actions leading up to and including the roles of Senator Carl Levin and Congressman William D. Ford in having the 99th United States Congress consider "1985: The Year of the Teacher."

COLLABORATION AND INVOLVEMENT WITH OTHER ORGANIZATIONS

Summarizes ASCD's linkages with numerous national professional organizations through endorsements and participation in joint conference and professional growth activities which spotlight the "Year of the Teacher" project.

TEACHER EDUCATION INSTITUTIONS

Presents the invitation extended by ASCD for Colleges of Education throughout the country to become involved in the "Year of the Teacher" movement, lists resources available to them from ASCD, and the response received from the American Association of Colleges for Teacher Education.

PART III

STATE AFFILIATE ACTIVITIES

Synthesizes activities of state affiliate units in securing state level proclamations, organizing recognition activities for teachers, coordinating
state conferences centering around the national theme, and collaborative projects with state level organizations. The names of states, governors, state affiliate presidents and other relevant information will be listed to show the cooperative relationships established around this project.

PART IV

PROFESSIONAL DEVELOPMENT

Highlights key components of the Chicago conference and its theme: "Exalting Teaching and Learning". Oratorical remarks from keynoters Madelyn Hunter, Benjamin Hooks, Ernest Boyer and William Glasser will be featured, as they relate to efforts to strengthen the teaching profession.

PART V

TEACHERS: OPINIONS AND STATUS

Excerpts findings of the Education Research Service which nationally polled the opinions, status and experiences of American public school teachers during 1985. Permission to use the data has been obtained from Educational Research Service.

PART VI - SCHOLARLY WRITINGS

Abstracts major articles written on the teaching and learning process during the 1984-85 period of ASCD's thrust on the "Year of the Teacher". One scholarly article will summarize the status of teaching; one will focus on teacher isolation; one presents a major teacher union's perspective on testing of teachers; and the final article gives a futuristic forecast of the teaching profession.

PART VII

FROM THE PERSPECTIVE OF A TEACHER

Re-caps the personal perspective of an individual teacher's reaction to the "Year of the Teacher" emphasis, followed by a thought-provoking poem entitled, "ONLY A TEACHER".

PART VIII

IMPLICATIONS FOR FUTURE ACTION...

Outlines specific steps that ASCD might take to address the unfinished business related to elevating the professional image of the teaching profession.
Department: Governance

Item: 1987 Nominating Committee

Action Requested: Appoint five members to the 1987 Nominating Committee.

Supplementary Information:
The steps in appointing members to the 1987 Nominating Committee are as follows:

1. The President appoints an Executive Council subcommittee to select the Council's nominees to the Nominating Committee (February 27, 1986).

2. The subcommittee meets as soon as possible after the Board of Directors selects its five Nominating Committee members. The subcommittee should attempt to provide balance to the Board's selection as outlined in the attached Nominations Coordinator's memo (February 28, 1986).

3. The President briefly convenes the Council to vote on the subcommittee's nominees (February 28, 1986).

4. The Nominations Coordinator briefly convenes the new Nominating Committee after the Board of Directors meeting (March 3, 1986).

5. The Executive Council acts (if necessary) to make its appointments final (March 4, 1986).

Relationship to Goals and Five-Year Plan:
ASCD Constitution, By-Laws, Article V, Section 1.

Related Documents: Attached memorandum from Nominations Coordinator Phil Robinson to the Executive Council on selection criteria.

Action Taken:
MEMORANDUM

TO: Executive Council

FROM: Phil Robinson, Past President & Nominations Coordinator

DATE: January 23, 1986

RE: Potential Members of 1987 Nominating Committee

Please be prepared to bring relevant vita data on potential members of the new Nominating Committee to the Annual Conference. The Executive Council is responsible for selecting five members and one alternate to serve on the Nominating Committee for the following year's election. The Council's selection occurs after the Board's selection of five members and one alternate. The Council has a special responsibility to make sure that the total committee reflects the balance of the membership in regard to geography, gender, race/ethnicity, and professional role.

PR:ct
Department: Governance

Item: ASCD Handbook of Policies and Procedures

From: Executive Council Subcommittee: Ms. Conran, Chair; Ms. Knoll; Ms. Marani

Action Requested: Adopt policies as proposed.

Supplementary Information:
The ASCD Handbook of Policies and Procedures was presented to the Executive Council at its November 1985 meeting. A council subcommittee was appointed by President Carolyn Hughes to review the proposed handbook and staff recommendations. The subcommittee was asked to report their recommendations to the Executive Council at its March 1986 meeting.

Relationship to Goals and Five-Year Plan:

Related Documents: Attached. New copies of the Handbook reflecting the subcommittee's proposal will be distributed at the Executive Council meeting.

Action Taken:
January 23, 1986

TO:  DIANE BERRETH
FROM:  PAT CONRAN
RE:  SUBCOMMITTEE TO REVIEW ASCD HANDBOOK OF POLICIES AND PROCEDURES

The subcommittee to review the ASCD Handbook of Policies and Procedures consisted of Marcia Knoll, Jean Marani and Pat Conran, who served as chair. The subcommittee met during the time available in Enschede to recommend changes and these were later reviewed with the Executive Council.

General recommendations are as follows: reorder parts for a more logical flow; edit and combine to avoid redundancy; clean up language; cross reference and index; incorporate suggestions for changes in words, additions and deletions.

Specific suggestions follow:

1. Reorder major sections as follows:
   100 ASCD Platform of Beliefs (Present #300)
   200 Constitution/By-Laws (Present #200)
   300 Governance (Present #1100)
   400 Nominations/Elections Policies and Procedures (Present #1200)
   500 Affiliates (Present #100)
   600 General Procedural Guidelines on the Relationship of the President and Executive Council to the Executive Director and ASCD staff (Present #800)
   700 Policies and Procedures for Selection of Associate Directors (Present #100)
   800 Budget/Finances (Present #700)
   900 Program Development (Present #1400)
   1000 Publications (Present #1500)
   1100 Recognition Awards (Present #1600)
   1200 Resolutions (Present #1900)
   1300 Relationships with Other Groups (Present #1700)

   Other:
   Delete Present #'s: 900 Tenure of the Executive Director and
   1300 Government Relations Program

2. Page 10
   Change 201.2.1 to read: Approves the theme for the conference set by the
   President-Elect in accordance with the total leadership program of the
   Association.

   Change 201.3.1 to read: Plans the conference within the theme and general policies
   approved by the Executive Council, with assurance that once the theme has been
determined it will not be changed.

3. Page 11
   REFERENCE COUNCIL 203.1.1 and 203.1.4. Recommendation: ASCD should conform to
   policy or sections should be removed.
4. Pages 14 and 15
REFER TO REVIEW COUNCIL FOR REVIEW 300.
Reorder section and place as 100 in manual rather than removing it to procedures.

5. Page 28
Change 801.2.1 to read: The officers, representing the Council, conduct semi-
annual audits and an extensive evaluation near the end of the executive director's
three-year term to be used for employment decisions.

6. Page 29
Change 803.3.4 to read: Optional responses from staff.

Change 804 to read: Working relationships between the president and executive
director:. . .

7. Page 30
Change 804.8.2 to read: Procedures should be reviewed by the president and
executive director in advance of the interview.

8. Page 31
DELETE 804.3.1 (Administrative practice)
805.4.1

9. Page 32
DELETE 900 (Included in 801.2.1)

10. Page 35
REFER FOR STUDY (As appropriate) 1102.2.2

11. Page 41
Change 1104.2 to read: Concerns about the welfare of ASCD should be directed
orally at the conference and/or in writing to the ASCD Review Council. . . .
(Remainder as is)

12. Page 44
DELETE 1210.1
1210.2 (Procedure)
1210.3
1210.4

13. Page 45
Change 1212 to read: The nominating committee works in accordance with stated
guidelines and is charged by the immediate past-president.

14. Page 46
Change 1234 to incorporate changes under consideration by Executive Council.

15. Page 54
Change 1402 to read: Criteria for appointing committees, . . . (Remainder as is)

Change 1402.1 to read: The Executive Council is responsible for appointing ASCD
program development activities. . . . (Remainder as is)

16. Page 55
Change 1402.2 (As in the two clauses above, change "peopling" to "appointing.)

DELETE 1402.2.5 (No apparent meaning)
1402.2.6
I believe the above to be an accurate representation of the changes discussed and recommended by the subcommittee.

Respectfully submitted,

[Signature]
Patricia C. Conran

[cc: Carolyn Hughes
Gerald Firth
Phil Robinson
Marcia Knoll
Jean Marani]
Department: Governance

Item: California ASCD Participation in the Association of California School Administrators

From: Diane G. Berreth

Action Requested: That the Executive Director inform Mr. Apker that ACSA's requirement would violate the ASCD Constitution.

Supplementary Information:

California ASCD is an affiliate of the Association of California School Administrators. CASCD has historically sought to become more visible in and gain concessions from ACSA, such as name visibility. In 1985, CASCD sought full committee status from ACSA to gain greater access to the ACSA governance structure. ACSA responded with the requirement that all CASCD Executive Council members be ACSA members if CASCD is to gain full committee status. This requirement is of concern to the CASCD Executive Council as it strongly favors open membership and governance. Furthermore, CASCD actively recruits teachers and higher education members for leadership roles.

ACSA has requested an interpretation from ASCD of whether our policy on membership and access to elective positions would be violated by ACSA's requirement.

Relationship to Goals and Five-Year Plan:

ACSD Constitution Article III, Section 2, and Bylaws, Article VIII, Section 1(2).

Related Documents: Attached letter from Wes Apker, ACSA Executive Director.

Action Taken:
December 30, 1985

Mr. Gordon Cawelti, Executive Director
Association for Supervision and
Curriculum Development
225 North Washington Street
Alexandria, Virginia 22314

Dear Gordon,

I trust that you and your family had a wonderful holiday season. As always, I ate too much and now must diet. You will recall our early December phone conversation regarding California Association for Supervision and Curriculum Development (CASCDD).

CASCDD has been a part of ACSA since ACSA formed in 1971. To assure teacher membership without requiring ACSA membership, we have for that group, waived ACSA membership requirements. Thus teachers can join CASCDD without joining ACSA. While I don't quite understand all of the past history, that group has requested and received more staff assistance from ACSA, but has also requested certain exceptions from ACSA governance and budgeting policies which have not been granted.

Last year the group requested "full committee" status within ACSA. The effect of that would be a voting position on our Representative Assembly. In considering that request our Administrative Affairs Committee said the request would be granted, but any person appointed to the Committee would have to be a member of ACSA. The nuance of that is that teachers could still join CASCDD without joining ACSA, but if they chose to become an active state leader, i.e., be elected to the CASCDD Board which would also serve as the ACSA CASCDD Committee, they would have to join ACSA. When CASCDD became aware of that stipulation they asked the ACSA Board to table the request pending clarification of ASCD policy.
Mr. Gordon Cawelti  
December 30, 1985  
Page Two

The question to ASCD is this. Would the ACSA requirement that to serve on the CASCD Board, (which would also be the ACSA CASCD Committee), an individual would be required to join ACSA, violate any existing ASCD policy and thereby jeopardize the CASCD Charter relationship with ASCD?

Thank you for your clarification.

Sincerely,

[Signature]

Wes L. Apker  
Executive Director

WLA:1a

87M
RESULTS OF THE 1985 BOARD OF DIRECTORS ELECTION

Executive Council Members

Denice Sherrill Clyne
Corrine P. Hill

RESULTS OF THE 1985 NATIONAL ELECTION

President-Elect
Marcia Knoll

Executive Council Member
Stephanie Marshall

Members-at-Large of the Board
Carl D. Glickman
Evelyn B. Holman
Blanche Martin
Roberta Walker
Marilyn Winters

Review Council Member
Donna Delph

11/19/85
Department: Governance

Item: 1987 Nominating Committee

From: Carolyn Hughes, President

Action Requested: Elect five people to serve on the 1987 Nominating Committee.

Supplementary Information:
From the ASCD Handbook of Policy and Procedures:
1204 A 12-member nominating committee is responsible for preparing the slate for each of the two elections. This committee is chosen from ASCD members with broad knowledge of and experience in the Association.
1204.1 The Board of Directors elects five of its current or former members for the committee at its first March meeting.

Relationship to Goals and Five-Year Plan: ASCD Constitution, By-Laws, Article V - Elections, Section 1.

Related Documents: List of current Board of Directors members distributed prior to this meeting.

Action Taken:
Department: Governance

Item: Proportional Representation on the Board of Directors

From: Diane G. Berruth, Associate Director

Action Requested:
Vote to select a course of action to resolve the issue of a 202-member Board of Directors in 1987. This number exceeds the Board size specified in the ASCD Constitution. Potential courses of action are specified below.

Supplementary Information:
For 1987, application of the proportional representation formula results in 63 proportional representatives instead of the 61 specified. Added to the other Board representatives (13 executive council members, 20 members-at-large, 53 affiliate presidents, and 53 guaranteed representatives), a total of 202 Board members is reached. This total does not include the three international Board members, who are added to the total after it is completed.

It appears that the result of 63 proportional representatives for 1987 is due to the large number of national ASCD members. It has not occurred in previous years. The total of 202 Board members (not counting international members) violates the ASCD Constitution which states that the Board of Directors shall consist of 200 national members:

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

- Article V, Section 2

Continued
Courses of action available to the Board in resolving this issue include:

A) Seating the entire 202 national members temporarily.

B) Eliminating two proportional representative positions temporarily. Possibilities include:
   1. eliminating the proportional representative of each of the two affiliates which have the lowest number of national members but still qualify for one proportional representative (Arkansas and Mississippi, both of which moved from 0 to 1 proportional representative for 1987).

   2. eliminating a proportional representative of each of the two affiliates which have the largest number of national members and quality for six proportional representatives (California and New York, both of which have 6 proportional representatives for 1987).

   3. randomly selecting two proportional representative positions to be eliminated.

C) Appointing a committee to study the current formula and recommend any needed modifications.

D) Other.

Relationship to Goals and Five-Year Plan:
Constitution, Article V, Board of Directors, Section 2.


Action Taken: