ASCD Board of Directors Meeting

Friday, March 20, 1987
Monday, March 23, 1987
New Orleans, Louisiana

Marriott Hotel
Acadia Ballroom--3rd Floor

AGENDA

Friday, March 20

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

8:15 a.m. Orientation of new board members by President-Elect Marcia Knoll

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.

Gerald Firth, Presiding

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

2. Election Results Announced
   - Executive Council, Board of Directors, and Review Council members elected
   - President-Elect

Attachment P

Gerald R. Firth, President Marcia Knoll, President-Elect Carolyn Hughes, Immediate Past President Gordon Cawelti, Executive Director
3. Conduct board election to select five people to serve on the 1987 Nominating Committee

4. Budgetary Affairs (Gordon Cawelti)
   o Review FY 86 auditor's report
   o Review FY 87 budget execution
   o Action on preliminary estimate of FY 88 budget
   o Action to retain Ribis and Associates as auditors for FY 88 budget

5. Review ASCD Long-Range Plan and discuss issues raised in the document

Roundtable discussion on the following questions/issues:

 o Do the focus areas continue to be the appropriate areas for ASCD focus?

 o Are the activities described in these tentative recommendations for the focus areas appropriate? What other suggestions do you have?

 o What should be done about the sixth focus area? Is there an entirely new area of concentration upon which we should begin to focus?

 o Comments on the process of updating the Long-Range Plan

(Note: The roundtable discussion should be concluded, with written comments, by 11:30 a.m.)
6. **Resolutions** (Diane Berreth)
   
   - Followup on 1986 resolutions
     
   - Initial report of 1987 Resolutions Committee (Art Stellar, Chair)
     
   AR pp. 31-35C


   AR pp. 43-52

Noon       Lunch break

1:30 p.m.   Board of Directors meeting resumes

7. **Review Council recommendations--continued**
   
   Roundtable discussion on recommendations concerning resolutions process.
   
   Worksheets for Board use to be distributed

8. **Field Services/Affiliate Report** (Diane Berreth)
   
   - General status of affiliate units
     
   - Count of 1988 proportional representatives
     
   - Action on application of Alberta, Canada, Rhode Island affiliates
     
   - Report on policy analysis activities
     
   AR pp. 53-55, 60-63

   AR pp. 56-59

   Attachment Q

   AR p. 74

9. **National Curriculum Study Institutes** (Cynthia Warger)
   
   - Results of 1985-86 series
     
   - Planning for 1987-88 series
     
   - Plans for National Training Center (Gordon Cawelti)
     
   AR pp. 81-87

   Attachment E

   3
10. Publications Report (Ron Brandt)  

11. Research and Information Report  
   (Helené Hodges)  

12. Action on recommended alternatives for  
    disposing of ASCD Leadership Foundation funds 

13. Special order of business: Affiliate  
    Publications Awards 

4:30 p.m.  Adjourn  

**Monday, March 23**  Immediately following business  
meeting in Ballroom A--Pontchartrain--Sheraton  
Hotel 

1. Executive Council report on 1988 Nominating  
   Committee members  

2. Any further business regarding 1987  
   resolutions passed at the business meeting  

Adjourn
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

BOARD OF DIRECTORS MINUTES
MARCH 1987
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
BOARD OF DIRECTORS MEETING

March 20, 1987
March 23, 1987
Gerald Firth, presiding

Marriott Hotel
Sheraton Hotel
New Orleans, Louisiana

MINUTES

President Gerald Firth called the meeting to order at 9:15 a.m. on Friday, March 20, 1987. Delmo Della-Dora, a past president of ASCD, served as parliamentarian. In addition to the Board of Directors and ASCD members, the following attended the meeting:

ASCD Staff: Diane Berreth, Director of Field Services; John Bralove, Director of Administrative Services; Ron Brandt, Director of Publications; Gordon Cawelti, Executive Director; Kathy Compton, Administrative Assistant; Pam Dranka, Editor, Update; Helene Hodges, Director of Research & Information; Lew Rhodes, Manager of Media & Technology; Nancy Schroer, Executive Assistant; Cynthia Warger, Director of Program Development.

1. INTRODUCTION

President Gerald Firth extended a formal welcome to the 1987 Annual Conference and thanked the Board of Directors for their work in the past year.

Connie Doles, President of the Louisiana ASCD presented National ASCD with a silkscreen print. It was received by President Firth and is now displayed at ASCD headquarters in Alexandria, Virginia.

APPROVAL OF PREVIOUS MINUTES.

Thelma Spencer (NJ) moved and Jim Barchek (WA) seconded approval of the minutes of the 1986 Board of Directors' meeting. MOTION CARRIED.

2. ELECTION RESULTS ANNOUNCED

President Firth introduced those who were elected in the 1986 elections:

National Election

President-Elect: Art Costa (CA)
Members-at-Large (4 year terms)
Alice Bosshard (AK)
Rita Dunn (NY)
Anne E. Price (MO)
La Vae Robertson (OR)
David Robinson (AR)
Member-at-Large
(1 year term)
Julia Thomason (NC)

Executive Council
Cile Chavez (CO)

Review Council
Benjamin Ebersole (PA)

Board of Directors Election

Executive Council
Ann C. Shelly (OH)
Bob Valiant (WA)

3. SELECTION OF 1988 NOMINATING COMMITTEE

The following were elected by a Board of Directors' ballot vote to serve on
the 1988 Nominating Committee:

Bonnie Fairall (TX)       John Lambert (PA)
Lillian Ramos (PR)         Romaine Thomas (DC)
                           Gilbert Valdez (MN)

Alternate: Tom Lindersmith (OR)

4. BUDGETARY AFFAIRS

Mr. Cawelti reviewed the report of Ribis and Associates for FY 86 as well as
execution of the FY 87 budget.

PRELIMINARY ESTIMATE OF THE FY 88 BUDGET

It was moved by John Lambert (PA) and seconded by Bob Valiant (WA) to
accept the preliminary estimate of the FY 88 budget. MOTION CARRIED.

RIBIS AND ASSOCIATES

It was moved by Thelma Spencer (NJ) and seconded by Marcus Smith (NC)
to retain Ribis and Associates as auditors for ASCD FY 88 budget.
MOTION CARRIED.

5. REVIEW ASCD LONG-RANGE PLAN AND DISCUSS ISSUES

Mr. Cawelti discussed the major focus areas of ASCD and distributed
worksheets to the Board. (Attachment 1) The Board began roundtable
discussions on the following questions/issues:

1. Do the focus areas continue to be the appropriate areas for ASCD focus?

2. Are the activities described in these tentative recommendations for the
focus areas appropriate? What other suggestions do you have?
3. What should be done about the sixth focus area? Is there an entirely new area of concentration upon which we should begin to focus?

4. Comments on the process of updating the Long-Range Plan

The worksheets were collected at the end of the discussion and the results are attached. (Attachment 2)

6. RESOLUTIONS

Ms. Berreth reviewed the 1986 Resolutions and discussed the 1986 Resolutions workplan in the Annual Report which describes how the resolutions have been implemented through publications, program development, research and information, field services, and annual conference.

Arthur Steller, chair of the 1987 Resolutions Committee, gave a brief synopsis of the proposed 1987 Resolutions and discussed the origin of each resolution.

RESOLUTIONS REPORT

Mr. Steller (OK) moved that the board accept the initial 1987 Resolutions report. Donna Jean Carter (MN) seconded the motion. MOTION CARRIED.

7. REVIEW COUNCIL REPORT

Arch Phillips, Chair, Review Council, presented the 1987 Review Council report on the resolutions process, member-initiated networks, and the affiliate unit program to the Board of Directors.

Corrine Hill (UT) moved and Thelma Spencer (NJ) seconded a motion to receive the 1987 Review Council’s report. MOTION CARRIED.

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

Mr. Phillips distributed a worksheet which called for group and individual responses regarding the resolutions process. The results of the worksheets will be presented to the Executive Council in June.

8. FIELD SERVICES REPORT

Ms. Berreth briefly reviewed the general status of the affiliate units. She noted that South Dakota and Wyoming have doubled their memberships in the last year and Montana has had an 800% growth rate over the past few years.

Proportional representatives to the Board of Directors were also discussed. There were few changes from last year and no action was necessary.
APPLICATION FOR ASCD AFFILIATION

Philip Streifer, Assistant Superintendent for Instruction, Barrington Public Schools, in Barrington, Rhode Island formally requested re-affiliation for Rhode Island ASCD. The proposed affiliate has a membership of over 100 and is planning a spring conference.

John Lambert (PA) moved to re-affiliate Rhode Island. Tom Jokubaitis (CT) seconded the motion. MOTION CARRIED.

The Alberta group requested that the board hold action on its application for affiliation until the Monday board meeting. The request was granted.

Ms. Berreth reported on current and future policy analysis activities including bilingual education, religion in the curriculum, early childhood education, and restructuring the teaching profession.

9. NATIONAL CURRICULUM STUDY INSTITUTES

Ms. Warger discussed the results of the 1985-86 NCSI series and ASCD's plans for the 1987-88 series. She reported that 1987 NCSI's have been quite successful thus far and many future Institutes are already filled.

Mr. Cawelti reviewed ASCD's plans for the National Training Center.

10. PUBLICATIONS REPORT

Mr. Brandt discussed the progress of the ASCD publications for this year and also reviewed plans for the future. He reported the success of Educational Leadership on Tape and the Journal of Curriculum and Supervision and ASCD's first fully developed training program, Tactics for Thinking.

11. RESEARCH AND INFORMATION REPORT

Ms. Hodges reported on current projects and gave a 1986-87 progress report for the Research and Information department. She discussed the services offered by R&I which include education research and referral, information retrieval and delivery, library and archives, polls, surveys, and trends research, electronic conferencing, and dissertation awards.

12. ASCD LEADERSHIP FOUNDATION FUNDS

The Executive Council recommended proposal B (Attachment 2) to the Board of Directors for the disposal of ASCD Leadership Foundation Funds.

Bob Valiant (WA) moved to accept the Executive Council's recommendation. Jack Jarvie (PA) seconded the motion. MOTION CARRIED.

13. AFFILIATE PUBLICATION AWARDS

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

Tennessee ASCD for the journal article, "Scopes II - Impressions Today of a Trial from Yesterday," Billiee Pendleton Parker, author.


Tennessee ASCD for the Spring 1986 issue of Tennessee Educational Leadership, Anne Meek, editor.

Hawaii ASCD for the Fall 1986 issue of the HASCD Occasional Journal, CJ Baehr and Donald B. Young, editors.


Nebraska ASCD for the March 1986 issue of their newsletter, News and Notes, Kathy Raymer, editor.

Monday, March 23, 1987

President Firth called the meeting to order at 5:00 p.m.

1. RESOLUTIONS

Bob Valiant (WA) made a motion to approve the 1987 Resolutions as set in the business meeting held just prior to the board meeting. Bob Roney (TN) seconded the motion. MOTION APPROVED. (Attachment 3)

2. REQUEST FOR AFFILIATION

Denelle Walsh from Alberta, Canada gave a brief report and formally requested affiliation for Alberta.

Charles Shepherd (GA) moved to accept Alberta ASCD as the newest affiliate to ASCD. Morris Wilson (IA) seconded the motion. MOTION CARRIED.

3. EXECUTIVE COUNCIL REPORT ON 1988 NOMINATING COMMITTEE MEMBERS

The Executive Council selected the following Nominating Committee members to serve with those elected by the Board of Directors:
Alice Houston (WA)  Paul Prichard (NC)
Allen Nelson (UT)    Ellie Sbragia (AZ)
             George Woons (MI)

Alternate: Richard Brogdon (AL)

Carolyn Hughes (IL) moved and Patricia Conran (OH) seconded a motion to approve the five committee members and one alternate. MOTION CARRIED.

President Firth thanked the Board of Directors for their work and adjourned the meeting at 5:40 p.m.
WORKSHEET FOR BOARD OF DIRECTORS DISCUSSION  
ON ASCD STRATEGIC PLAN FOR 1987-1992

The following are the focus areas recommended for including in the strategic plan for the association. An annual assessment is to be made of the extent of commitment for each of the areas of focus as part of board deliberations on the plan each year. You are asked to rate the extent to which you believe each area should continue to be a major focus area for ASCD and to make suggestions for appropriate activities within each area.

Rating Scale:

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<td>Low</td>
<td>Medium</td>
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Rating:  Focus Area

I. THINKING SKILLS       Additional areas of activity to consider:

II. EARLY CHILDHOOD EDUCATION       Additional areas of activity to consider:

III. RESTRUCTURING TEACHING PROFESSION       Additional areas of activity to consider:

IV. EFFECTIVE LEADERSHIP/SUPERVISION       Additional areas of activity to consider:

V. EDUCATIONAL TECHNOLOGY       Suggestions to be considered during planning year:

(OVER)
WHAT SHOULD BE THE SIXTH AREA TO BE PLANNED DURING THE COMING YEAR FOR BOARD
CONSIDERATION IN 1988?

Rating: Focus Area

______ Attention to basic skills area; synthesis of research, piloting
effective approaches, network or consortium of schools

______ At-risk youth—attention to larger issue of disproportionate
numbers of poor and minority youth dropping out; with low
achievement and attendance; demonstrating what ASCD believes
should be done.

______ Other possibilities (please describe)

PLEASE TURN YOUR SHEET IN TO TABLE MODERATOR AT CONCLUSION OF DISCUSSION
SESSION. RESULTS TO BE REPORTED AT MONDAY MEETING.
WORKSHEET FOR DISCUSSING PROFICIENCY RECOGNITION IDEA

1. SHOULD ASCD MOVE AHEAD IN DEVELOPING FORMAL PLANS FOR SPECIALTY RECOGNITION WITHIN THE AREAS OF SUPERVISION, CURRICULUM, AND INSTRUCTION?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

2. WHAT SHOULD BE THE SUBSTANTIVE ELEMENTS (REQUIREMENTS) OR TRAINING MODULES PROVIDED TO RECOGNIZE ATTAINMENT OF A PROFICIENCY RECOGNITION PROGRAM?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

3. WHAT PROCESSES SHOULD BE USED TO DETERMINE THAT PEOPLE ACTUALLY POSSESS SUCH COMPETENCIES?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

4. IF SUCH A PROJECT IS UNDERTAKEN, WOULD YOU PERSONALLY PARTICIPATE IN IT? WHAT WOULD DETERMINE IF YOU WOULD?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
MEMORANDUM

TO : EXECUTIVE DIRECTOR
    EXECUTIVE STAFF

FROM : RESEARCH AND INFORMATION
       [Signature]

RE : BOARD OF DIRECTOR'S RATINGS
    NEW ORLEANS, LOUISIANA, 1987

Attached you will find the results of the Board of Director's ratings of ASCD's six (6) focus areas and the Proficiency Recognition concept.
RESULTS OF BOARD OF DIRECTORS’ RATING OF ASCD’S FOCUS AREAS

NEW ORLEANS, LOUISIANA, 1987

Using a Likert rating scale ranging from 1 (lowest priority) to 5 (highest priority), the following mean scores were derived from the 125 evaluations submitted by ASCD’s Board of Directors:

Focus Area # 1
Thinking Skills : 4.1

Focus Area # 2
Early Childhood : 4.0

Focus Area # 3
Supervision/Leadership : 4.0

Focus Area # 4
Restructuring the Teaching Profession : 4.5

Focus Area # 5
Technology : 3.3

Focus Area # 6
Basic Skills #6A : 1.0
At-Risk Youth #6B : 4.1
Other #6C : 3.5
RESULTS OF BOARD OF DIRECTOR'S EVALUATION OF THE PROFICIENCY RECOGNITION CONCEPT

NEW ORLEANS, LOUISIANA, 1987

Using an open-ended question format, the following frequency of responses were recorded from the 97 Board of Director's evaluation:

QUESTION # 1

SHOULD ASCD MOVE AHEAD IN DEVELOPING FORMAL PLANS FOR SPECIALITY RECOGNITION WITHIN THE AREAS OF SUPERVISION, CURRICULUM, AND INSTRUCTION?

YES : 60
NO : 34
MAYBE : 3 (Should be levels of certification and/or development)

QUESTION # 2

WHAT SHOULD BE THE SUBSTANTIVE ELEMENTS (REQUIREMENTS) OR TRAINING MODULES PROVIDED TO RECOGNIZE ATTAINMENT OF A PROFICIENCY RECOGNITION PROGRAM?

The following skills have been identified as elements of an effective training module:

14 responses: coaching, data-gathering, conferencing, teaching, communication, evaluation

group dynamics, planning and organization, knowledge of resources, supervision, human relations, curriculum

4 responses: competency criteria/testing

3 responses: completion of formal training program

2 responses: should be established by a task force

2 responses: practicum/internship

2 responses: specific leadership skills vs generic management skills

2 responses: portfolio of experiences
2 responses ; None - offer certificates of attendance
1 response each ; entry requirements
  syllabus for training
  leadership
  enrichment or extension program
  research based
  need options and alternatives

QUESTION # 3

WHAT PROCESSES SHOULD BE USED TO DETERMINE THAT PEOPLE ACTUALLY POSSESS SUCH COMPETENCIES?

The following processes have been identified as determinants of competency:

15 responses ; on-site observation and evaluation
7 responses ; establishment of an assessment center (consider NASSP model)
7 responses ; formulation of a standardized assessment instrument
6 responses ; pencil and paper assessment tool
5 responses ; a variety of quantitative and qualitative assessment methods
3 responses ; peer assessment team
3 responses ; AVOID pencil and paper tests
3 responses ; structured interviews and/or simulations
2 responses ; set criteria and then evaluate
2 responses ; pre and post testing
2 responses ; evaluation by a panel of "experts"
2 responses ; feedback and follow-up (networking)
2 responses ; internship program
2 responses ; structure a uniform portfolio of credentials
1 response each; mentorship program
  task force
  submission of documentation
  completion of a module
  competency testing
  study, practice, implementation
  collaboration between higher education and school district
  on basis of a specific proficiency
QUESTION # 4

IF SUCH A PROJECT IS UNDERTAKEN, WOULD YOU PERSONALLY PARTICIPATE IN IT?

YES : 38
NO  : 13
MAYBE : 10

WHAT WOULD DETERMINE IF YOU WOULD?

9 responses ; time, cost, content, and distance
4 responses ; district support and commitment
3 responses ; stature/recognition
2 responses ; enhancement of skills, self-satisfaction, or increased salary
1 response each ; availability
   establishment of an assessment/training center
   if it models effective staff development practices
ITEM: ASCD Leadership Foundation Fund Recommendation

FROM: Marcia Knoll and Gordon Cawelti

ACTION REQUESTED: Executive Council transmit to B of D to authorize one of the four proposals

SUPPLEMENTARY INFORMATION Included in attached document

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLANS All appropriate

RELATED DOCUMENTS Attached

ACTION TAKEN Recommend the B of D act as follows:

"The staff be authorized to implement on an annual basis the proposal to [insert proposal], and that the two funds be consolidated to provide the designated fund to be call the ASCD Leadership Foundation Fund."
To: Executive Council  
Board of Directors

From: Gordon Cawelti, Executive Director

Date: February 17, 1987

Subject: Establishment of Restricted Fund  
For Using ASCD Leadership Foundation Funds

ASCD currently has two restricted funds as a result of previous association activity. The "Importance of People" fund of $2,176 has been carried over for many years, and the ASCD Leadership Foundation Fund stands at $10,762. At the 1986 annual conference the board requested that alternative recommendations be brought to the board for action in 1987. A council subcommittee chaired by Marcia Knoll deliberated in preparing the alternatives presented below.

Recommendation

# 1 - That one unrestricted fund be established under the name "ASCD Leadership Foundation Fund" with interest of approximately $1000 to be allocated annually as derived from this total of $12,938.

# 2 - That the Board of Directors select one of the following as the basis for selecting an annual recipient of the interest earned on the fund:

A - Annual award to a person whose manuscript is published in the *Journal of Curriculum and Supervision* and is judged to do the most to advance the development of theory in curriculum and/or supervision. Award guidelines and selection to be made by the editorial board of the journal.

B - To a person recommended by an affiliate unit to receive training at a National Curriculum Study Institute or National Training Center activity for the purpose of providing such newly acquired skills in their own community and/or the affiliate unit itself. Award guidelines and selection to be made by the Executive Council.

C - To a person or group with an activity proposed to contribute to help in planning education appropriate to the 21st century. The award would be regarded as seed money to help develop an idea at the local school district level. Award guidelines and selection to be made by the Affiliate Advisory Committee.

(Note: This could also be given to a person or group who has already made a
significant contribution of this sort.)

D - To a person who would be selected as "Supervisor of the Year" for having been judged to be most effective in working with teachers and staff members in improving instruction. Award guidelines and selection to be made by Executive Council.

Note: Proposals A and D would be for recognition of accomplishments.

Proposals B and C would be for proposed activities.
PROPOSED 1987 ASCD RESOLUTIONS

1. EXTENDING WHAT IS MEANT BY EARLY CHILDHOOD EDUCATION

ASCD's resolutions on early childhood education have emphasized prekindergarten. Recognizing current concerns, ASCD should extend its early childhood focus to include kindergarten and the primary grades.

2. WOMEN IN EDUCATION

Given the historic discrimination of women throughout history, strategies are needed for educating young people and their teachers about the role and status of women in the global community. ASCD encourages the development of curriculum that promotes knowledge of women around the globe. ASCD encourages the recruitment and selection of women around the world for executive level roles in education by:

1) Recognizing career development centers in colleges and associations,
2) Joining with other professional associations throughout the world in developing programs to encourage women for executive positions,
3) Urging ASCD members to mentor prospective women executives, and
4) Facilitating the effort of ASCD leaders who would offer mentoring consultation to prospective women executives.

3. AIDS PREVENTION EDUCATION

Acquired Immune Deficiency Syndrome (AIDS) continues to spread unabated. Many sexually active teenagers do not categorize themselves into any of the AIDS "risk groups". Many are uninformed about AIDS prevention. This lack of knowledge places them at risk. Given the seriousness of this issue, ASCD should:

1) Support the Surgeon General in his recommendations for AIDS prevention education and about students with AIDS;
2) Encourage members to work with others to collect or develop policies, curriculum materials, teaching strategies, and other relevant information and resources that will assist school districts in providing AIDS education; and
3) Consider establishing a clearinghouse for that information.
4. LIMITED AND NON-ENGLISH SPEAKING

The number of speakers of languages other than English is increasing in the United States. In many parts of the nation, students enter school speaking no English. ASCD supports:

(1) continued research in the development, refinement and implementation of instructional programs for Limited English Speaking students in all content areas, and

(2) the provision of appropriate instructional materials in the students’ primary language that foster the acquisition of knowledge in content areas.

ASCD endorses programs for limited- and non-English speaking students that include instruction in their primary languages at the time they enter school and the increasing use of English in the school experience with the support of intensive programs of English as a second language. Such quality programs are critical to the success of limited- and non-English speaking students as productive, fully participating members of our nation.

5. TESTING AND ACCOUNTABILITY

ASCD recognizes that schools are unique and complex social institutions with diverse characteristics and different goals and expectations. The current educational reform movement overemphasizes standardized tests. In the implementation of assessment and accountability programs, ASCD encourages the alignment of the mission of individual educational institutions, the expectations for student outcomes and the evaluation process. ASCD encourages broad-based assessment and accountability programs including, but not limited to, standardized test results.

6. SPECIAL-INTEREST GROUP PROPAGANDA

The general withdrawal of governmental funds for human services, such as public education, has had a number of negative consequences. Among these consequences has been a reduction in the amount of money available to public school districts to purchase up-to-date curriculum materials and texts. In this environment, free materials provided by special-interest groups (religious groups, business, industry, etc.) are increasingly attractive to teachers. Sheila Hartly, in her award-winning book, Hucksters in the Classroom: A Review of Industry Propaganda in Schools (Washington, D.C.: Center for Study of Responsive Law, 1979), has documented both the propagandistic nature of some of these materials and their widespread and uncritical use in classrooms. In recognition of the potential danger such materials pose, especially when they are used without careful and critical evaluation, ASCD should:

(1) pursue with leading scholars the development of criteria for selection of such materials in the schools;

(2) publicize those criteria in its programs and publications and encourage affiliates to do the same, and

(3) inform affiliates and political leaders of the criteria and outline the possible legislative significance. (An example: The scholars may determine in developing the criteria that some special tax incentives for some special-interest groups might be suggested for elimination.)
7. REDUCING STUDENT DROPOUTS

ASCD has long been concerned about the large number of students who drop out of school before they graduate. Many of those dropouts do not have the necessary skills to become productive members of society. While the educational establishment cannot be expected to keep all students in school through graduation, it can, with parent, community, and state support, turn the present trend around and begin to improve the holding power of schools.

ASCD should assume a leadership role in assisting and encouraging members to:

(1) define "dropout" and identify and describe at-risk students;
(2) find out why dropouts become disenchanted with schools,
(3) sensitize educators to the contributing factors that result in students leaving schools, and
(4) obtain funds to support that attempt to reduce student dropouts.

8. PARENTS WITHDRAWING STUDENTS FROM INSTRUCTIONAL PROGRAMS

ASCD recognizes the concern of some parents regarding curriculums that do not emphasize their religious or other personal beliefs. ASCD also recognizes that some students have been permitted to "opt out" of elements of the regular curriculum adopted by a local board of education. This opting out, for religious or other personal reasons, could become even more prevalent.

To counter this possibility, ASCD should work cooperatively with other professional organizations to:

(1) inform members of court rulings on "opting out;"
(2) develop strategies to prevent proliferation of opting out, and
(3) provide local school districts with guidelines for dealing with parents who are considering such an option.

9. PUTTING THE EDUCATION REFORM MOVEMENT IN PERSPECTIVE

During the past five years, the United States has been bombarded with reports about education that include a multitude of proposals for reform. It is imperative that educational leaders not just jump from one proposed solution to another. Thoughtful analyses of the reform suggestions can provide a base for examining research data and current information about schools and schooling. ASCD, as an organization representing all levels and types of education, can analyze the proposals from a holistic view. ASCD should provide national leadership in examining and synthesizing the range of proposals and communicating the relationship between proposed solutions and current research.
10. INFLUENCING LEGISLATION

Legislation affects many aspects of education. ASCD should encourage and assist each of its affiliates by preparing and disseminating strategies and techniques to influence legislation.

11. FUNDING PROGRAMS DESIGNED TO SOLVE SOCIETAL PROBLEMS

Adequate funding for education has been a long-time concern of ASCD. Previous resolutions have not addressed the various mandates imposed on public schools to recognize societal problems typically not associated with the traditional teaching/learning process. New demands are being placed on schools to teach about substance abuse, infant mortality, crime, disease, and poverty. We are in danger of becoming a nation of schools at risk, overburdened with new responsibilities, and underfunded and ill-prepared to meet these demands. ASCD should publicize the necessity for adequate funding and resources to work with other agencies to strive for success in meeting these needs.

12. REDEFINING TEACHING

As educators labor to identify and develop new definitions of the knowledge, skills, and abilities that students need to be successful, they must also address new models for their delivery. An important part of this debate centers on what teaching is, could be, and ought to be. ASCD should focus on this as a priority in its Five-Year Plan.

13. INSTRUCTIONAL TECHNOLOGY

Instructional technology offers educators the potential to significantly expand learning opportunities for students. Yet a dilemma exists over which educational purposes can be met through the effective use of the tools of technology.

ASCD should allocate resources to seek effective solutions to this dilemma. It should also encourage decision makers to designate funds for providing direct experiences in using technologies as tools in education.

14. BETTER ARTICULATION AMONG THE DEPARTMENT OF EDUCATION, ASCD, AND THE FIELD AT LARGE

ASCD has consistently supported a federal Department of Education with cabinet status, as evidenced by several resolutions adopted during the 1970s (1974, 1977, 1978), and reaffirmed that support in the 1983 resolution opposing proposals to dismantle the Department of Education.
To provide leadership and support to education, the Department of Education must be sensitive to the needs of the education community. Toward this commitment, ASCD calls on the Department of Education to make concerted attempts to establish positive relationships with ASCD and the field at large and to broaden its dialogue with the various curriculum and instruction organizations. ASCD believes a two-way communication system is essential to foster better articulation. Therefore, ASCD should initiate, encourage, and support opportunities for articulation with the Department of Education.

15. INTERGENERATIONAL UNDERSTANDING

ASCD believes there is much that schools can do to increase intergenerational understanding and cooperation. ASCD encourages its affiliate units to develop programs that focus on teaching and learning about aging, that are intergenerational in design and concept, and that emphasize the rich diversity of our society. ASCD should strive to collaborate with agencies and organizations working to break down barriers between the generations.

16. SUBSTANCE ABUSE PREVENTION EDUCATION

ASCD has long been concerned about the problem of substance abuse among American youth. The climate for learning and the academic abilities of students are seriously threatened by widespread substance abuse problems in the United States.

The most effective instructional response to this problem is prevention education, which is best carried out in partnerships with parents, the community, and state and national agencies.

17. SCIENCE EDUCATION

As ASCD works to achieve a balanced curriculum, it also recognizes that a scientifically literate populace is a necessity for the sociotechnical world of the near future. Yet science education is not a high priority in many schools. As a consequence, many students who are not receiving the necessary preparation are being permanently consigned to second-class citizenship.

ASCD affirms that all students have a right to a strong science education at all grade levels, and that ASCD will act in concert with other educational groups to raise expectations for quality school science programs.
18. COLLABORATION AMONG PUBLIC SCHOOLS AND TEACHER EDUCATION COLLEGES

Various educational reform reports have called for a college preparation program for teaching that includes more emphasis on internships and residencies in public schools. Closer collaboration among colleges of teacher education and public schools can result in the improvement of teacher education. ASCD should encourage public school and teacher college personnel to develop models of collaboration, particularly those that involve the public schools as laboratories for teacher preparation.

19. COMMUNITY SERVICE AND THE CURRICULUM

ASCD encourages the development of policies, regulations, and guidelines governing the provision of community service programs as part of the school curriculum.
ATTACHMENTS

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

Executive Council Meetings
March 19 and 24, 1987
New Orleans Marriott Hotel
St. Charles Room, 45th Floor

Board of Directors Meetings
March 20 and 23, 1987
New Orleans Marriott Hotel
Acadia Ballroom, 3rd Floor
### Recommended 1987 Salary Structure

**Effective September 1, 1987—August 30, 1988**

<table>
<thead>
<tr>
<th>Salary Grade</th>
<th>Point Range</th>
<th>Minimum</th>
<th>25th %</th>
<th>Midpoint</th>
<th>75th %</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0 - 40</td>
<td>11.4</td>
<td>12.7</td>
<td>13.8</td>
<td>15.0</td>
<td>16.1</td>
</tr>
<tr>
<td>2</td>
<td>41 - 80</td>
<td>13.8</td>
<td>15.2</td>
<td>16.6</td>
<td>18.0</td>
<td>19.3</td>
</tr>
<tr>
<td>3</td>
<td>81 - 120</td>
<td>16.1</td>
<td>17.6</td>
<td>19.3</td>
<td>20.8</td>
<td>22.5</td>
</tr>
<tr>
<td>4</td>
<td>121 - 160</td>
<td>18.9</td>
<td>20.7</td>
<td>22.6</td>
<td>24.6</td>
<td>26.5</td>
</tr>
<tr>
<td>5</td>
<td>161 - 200</td>
<td>21.2</td>
<td>23.6</td>
<td>25.9</td>
<td>28.4</td>
<td>30.7</td>
</tr>
<tr>
<td>6</td>
<td>201 - 240</td>
<td>24.3</td>
<td>27.0</td>
<td>29.8</td>
<td>32.6</td>
<td>35.3</td>
</tr>
<tr>
<td>7</td>
<td>241 - 280</td>
<td>27.9</td>
<td>31.1</td>
<td>34.2</td>
<td>37.4</td>
<td>40.4</td>
</tr>
<tr>
<td>8</td>
<td>281 - 320</td>
<td>32.0</td>
<td>35.6</td>
<td>39.2</td>
<td>42.7</td>
<td>46.3</td>
</tr>
<tr>
<td>9</td>
<td>321 - 360</td>
<td>36.1</td>
<td>40.6</td>
<td>45.3</td>
<td>49.9</td>
<td>54.3</td>
</tr>
<tr>
<td>10</td>
<td>361 - 400</td>
<td>41.5</td>
<td>46.6</td>
<td>51.9</td>
<td>57.0</td>
<td>62.2</td>
</tr>
<tr>
<td>11</td>
<td>401 - 440</td>
<td>49.9</td>
<td>56.1</td>
<td>62.3</td>
<td>68.6</td>
<td>74.8</td>
</tr>
<tr>
<td>12</td>
<td>441 &amp; above</td>
<td>78.0</td>
<td>87.9</td>
<td>97.5</td>
<td>107.4</td>
<td>117.1</td>
</tr>
</tbody>
</table>
Report on Purchase of Cameron Street Properties

On October 7, 1986, ASCD purchased two lots (with houses on the each lot) for a total cost of $167,934 including closing and settlement fees. It was an all cash transaction. ASCD is still negotiating for a third lot adjacent to the two purchased. This second transaction has been complicated by the seller's desire to work a tax-free exchange to minimize the taxes resulting from the sale.

Purchase of the 3 lots, which are located on Cameron Street just behind and east of the ASCD building, will enable the association to provide more employee parking and ultimately provide for additional office space. Preliminary architectural renderings suggest that up to 10,000 square feet could be built on this site. The two buildings could be connected by a skyway. Another alternative suggested by the architects would be to build on the north parking lot, retaining most of the parking by putting the addition on "stilts." The Cameron Street property would only then be used for parking.

Purchase of the Cameron Street property assures stability in housing as ASCD continues to grow. Although the current building has space for growth, planning for future expansion must be done now.
## ASCD
### LIST OF BUDGET OVERAGE REQUESTS

<table>
<thead>
<tr>
<th>Account</th>
<th>FY 1987 Budget</th>
<th>FY 1987 Estimate</th>
<th>Variance</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarly Journal</td>
<td>$ 51,000</td>
<td>$ 65,000</td>
<td>$14,000</td>
<td>Increased circulation.</td>
</tr>
<tr>
<td>Update</td>
<td>164,000</td>
<td>186,000</td>
<td>22,000</td>
<td>2 &quot;Curr. Updates&quot; mailed separately; 1 issue was 10 pages rather than 8.</td>
</tr>
<tr>
<td>E.L. on Tape</td>
<td>24,000</td>
<td>34,000</td>
<td>10,000</td>
<td>Increased circulation.</td>
</tr>
<tr>
<td>NCSI Marketing</td>
<td>132,000</td>
<td>149,000</td>
<td>17,000</td>
<td>Revenues increased by 4 for every additional dollar spent; budgeted was underestimated.</td>
</tr>
<tr>
<td>Video marketing</td>
<td>184,000</td>
<td>211,000</td>
<td>27,000</td>
<td>Additional marketing to non-members. 4-7 times revenue earned for each additional dollar spent.</td>
</tr>
<tr>
<td>Ann. Confer. operating expenses</td>
<td>13,500</td>
<td>17,000</td>
<td>3,500</td>
<td>Increased attendance; insurance rates higher.</td>
</tr>
<tr>
<td>Ann. Confer. bus service</td>
<td>25,000</td>
<td>30,000*</td>
<td>5,000</td>
<td>Need additional bus route because of hotels added for increased attendance.</td>
</tr>
<tr>
<td>Ann. Confer. meal functions</td>
<td>16,000</td>
<td>29,000</td>
<td>13,000</td>
<td>Increase in number registering for dinner &amp; ball.</td>
</tr>
<tr>
<td>Ann. Confer. audio-visual</td>
<td>10,000</td>
<td>13,000</td>
<td>3,000</td>
<td>Union labor higher than expected.</td>
</tr>
<tr>
<td>Natl. Training Ctr. expenses</td>
<td>-</td>
<td>63,000</td>
<td>63,000</td>
<td>New program; no budget established.</td>
</tr>
<tr>
<td>Retirement</td>
<td>128,500</td>
<td>143,500</td>
<td>15,000</td>
<td>More employees enrolling in program than anticipated.</td>
</tr>
<tr>
<td>Office/travel insurance</td>
<td>18,000</td>
<td>20,000</td>
<td>2,000</td>
<td>Higher rates for liability insurance.</td>
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<tr>
<td>Bldg. maintenance</td>
<td>9,000</td>
<td>10,000</td>
<td>1,000</td>
<td>Costs for new building higher than anticipated.</td>
</tr>
</tbody>
</table>
**ASCD**

**LIST OF BUDGET OVERAGE REQUESTS (CONT.)**

<table>
<thead>
<tr>
<th>Account</th>
<th>FY 1987 Budget</th>
<th>FY 1987 Estimate</th>
<th>Variance</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleaning &amp; trash service</td>
<td>13,000</td>
<td>15,000</td>
<td>2,000</td>
<td>Need for additional trash pick-ups.</td>
</tr>
<tr>
<td>Order fulfillment</td>
<td>180,000</td>
<td>207,500</td>
<td>27,500</td>
<td>Additional forms ordered; increase in sales.</td>
</tr>
</tbody>
</table>
### Proposed NCSI Schedule 1987-88

<table>
<thead>
<tr>
<th>Date</th>
<th>NCSI</th>
<th>Location</th>
<th>Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-16</td>
<td>(1) Developing Teacher Incentive Programs</td>
<td>Alexandria</td>
<td>Spillane/Hanes</td>
</tr>
<tr>
<td>21-23</td>
<td>(2) Instructional Management Skills for Supervisors</td>
<td>Denver</td>
<td>Liebowitz</td>
</tr>
<tr>
<td>28-30</td>
<td>(3) Supervision for Intelligent Teaching: The Art of Cognitive Coaching</td>
<td>New York</td>
<td>Cummings</td>
</tr>
<tr>
<td>November</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-6</td>
<td>(4) Tactics for Thinking</td>
<td>Chicago</td>
<td>Marzano</td>
</tr>
<tr>
<td>9-10</td>
<td>(5) Developing Teacher Mentor and Coaching Programs</td>
<td>Baltimore</td>
<td>G.Sparks</td>
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<tr>
<td>12-13</td>
<td>(6) Developing Teacher Appraisal Programs</td>
<td>Charleston</td>
<td>McGreal</td>
</tr>
<tr>
<td>18-20</td>
<td>(7) Curriculum Management</td>
<td>Las Vegas</td>
<td>English</td>
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<tr>
<td>December</td>
<td></td>
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<td></td>
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<tr>
<td>3-4</td>
<td>(8) Supervision for School-Based Instruction Improvement</td>
<td>Dallas, TX</td>
<td>Glickman</td>
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<tr>
<td>7-8</td>
<td>(9) Instructional Leadership</td>
<td>Atlanta</td>
<td>Cawelti</td>
</tr>
<tr>
<td>9-11</td>
<td>(9a) Mini Conference: Early Childhood</td>
<td>Wash. DC</td>
<td>TBA</td>
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<tr>
<td>14-16</td>
<td>(10) Planning and Implementing a Thinking Skills Program</td>
<td>San Fran.</td>
<td>Beyer/Presseisen</td>
</tr>
<tr>
<td>January</td>
<td></td>
<td></td>
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<tr>
<td>6-8</td>
<td>(11) Motivating An Experienced Staff</td>
<td>New Orleans</td>
<td>Krupp</td>
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<tr>
<td>14-15</td>
<td>(12) Student Motivation</td>
<td>Phoenix</td>
<td>Wlodkowski</td>
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<tr>
<td>21-22</td>
<td>(13) Strategic Planning</td>
<td>Sarasota,FL</td>
<td>Cawelti/Walker</td>
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<tr>
<td>28-29</td>
<td>(14) Fundamentals of Teaching</td>
<td>Santa Barbara</td>
<td>Wolf/Robbins</td>
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<tr>
<td>February</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-5</td>
<td>(15) Teaching Strategies</td>
<td>Tulsa</td>
<td>Silver/Strong</td>
</tr>
<tr>
<td>11-12</td>
<td>(16) Outcome Based Education</td>
<td>Orlando</td>
<td>Spady/Barber</td>
</tr>
<tr>
<td>Three-Day – March 9-11</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(17) Mastery Supervision</td>
<td></td>
<td>Hunter</td>
<td></td>
</tr>
<tr>
<td>(18) Tactics for Thinking</td>
<td></td>
<td>Marzano</td>
<td></td>
</tr>
<tr>
<td>(19) Cognitive Coaching</td>
<td></td>
<td>Costa/Glickman</td>
<td></td>
</tr>
<tr>
<td>(20) Teaching Strategies</td>
<td></td>
<td>Garmston</td>
<td></td>
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<tr>
<td>(21) Curriculum Evaluation</td>
<td></td>
<td>Silver/Strong</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Worthen/</td>
</tr>
</tbody>
</table>
Two-Day - March 10-11
(22) Designing Teacher Appraisal Programs McGreal
(23) Learning and Teaching Styles Gregorc
(24) Instructional Management Skills Wells Welsh
for Teachers and Supervisors Wolf/Robbins
(25) Fundamentals of Teaching Taylor
(26) The Principal's Role in Building Day
Staff, Community, and Parent Support
(27) Developing Early Childhood Programs Paul/Lipman
(28) Curriculum Building for Critical Johnson/Johnson
Thinking Skills Programs Andrews
(29) Cooperative Learning Dunn
(30) Instructional Leadership Training
for Principals
(31) Teaching Students Through Their
Individual Learning Styles

March
28-30 (32) Textbook Adoption Orlando Muther

April
6-7 (33) At Risk (TBA) Wash. DC TBA
13-14 (34) Essentials of Teaching Philadelphia Gragg
20-22 (35) Curriculum for Critical Denver Black
and Creative Thinking
28-29 (36) Staff Development for San Francisco D.Sparks
Effective Teaching

May
4-6 (37) New Directions for the Chicago Cawelti/Walker
American High School Costa
11-13 (38) Assessment of Thinking Atlanta

Summer Series

Williamsburg - June 27, 28, 29

Three-day
(39) Instructional Management Skills Wells Welsh
(40) Teaching Strategies for Critical and Silver
Creative Thinking
(41) Professional Assister Program Mann/Lieberman
(42) Curriculum Management English/Steffy

One-day
(43) Curriculum Planning and Implementation TBA
(44) Gifted Administrator McLaughlin
(45) Quest Programs Little
(46) Become a State of the Art Presenter Garmston
(47) Developing Teacher Incentives Liebowitz
Programs Wood/Caldwell
(48) Staff Development P.George/
(49) Maximizing Middle School Excellence J.Thomason Taylor
(50) Developing Student Leaders

2
Vail - July 6, 7, 8
Three-day
(51) Advanced Methods of Instructional Improvement  Stachowski
(52) Discipline and Motivation  Wlodkowski
(53) Project Impact  Winocur
(54) Supervision  Minton

One-day
(55) Professional Writing  Brandt
(56) Strategic Planning/Instructional Leadership  Cawelti
(57) Early Childhood  TBA
(58) Teaching Creative Thinking  Perkins
(59) Curriculum Planning and Implementation in Subject Areas  Kiser & Content Consultant(s)

San Diego - July 20, 21, 22
Three-day
(60) Tactics for Thinking  Marzano
(61) Teacher Performance Evaluation  Manatt
(62) Teaching and Learning Styles: The 4 Mat System  McCarthy
(63) Peer Coaching  Cummings
(64) "Advanced" Teaching of Thinking Skills  Beyer

One-day
(65) Writing Across the Curriculum  Strickland
(66) Increasing Reading Achievement  Carbo
(67) Skillful Teacher Training  Thompson
(68) Administrative Team Building  Burton
(69) Cooperative Learning  Johnson & Johnson
(70) Alternative Ways to Organize Curriculum  Guskey
(71) Instructional Leadership  Andrews

July
28-29  (72) Mastery Learning  Seattle  T.Guskey

August
4-5  (73) Drug and Sex Education Programs That Work  Atlantic City  TBA
5-6  (74) Curriculum Evaluation  Minneapolis  Worthen/VanMondfrans

8-12  (75) Mini Conference: Thinking Skills  Alexandria  Black/Brandt/Costa/Marzano/Paul/Presseisen/Silver/Strong
To: Executive Council
From: Gerald Firth and Gordon Cawelti
Date: March 1987
Subject: ASCD’s Role in International Education

In June, 1986, the Executive Council authorized funds for the purpose of developing recommendations relative to defining the role ASCD should be taking in the area of international education, and to make recommendations for future activity.

President Gerald Firth and Executive Director Gordon Cawelti held two meetings for this purpose. One was held in Los Angeles in conjunction with another meeting being held and the other took place in the Alexandria office in February. Persons with expertise and appropriate experience and contacts were invited to each meeting to assist in the deliberations. (see attached list)

These discussions were an outgrowth of several years of ASCD work in the field which began with the significant role the association played in the early 70’s in forming the World Council on Curriculum and Instruction, an organization continuing to this day with a meeting at the annual conference and a fuller conference every third year at various sites around the world. In addition, ASCD now has affiliates in Germany, England, Canada and considerable interest in forming such an organization in other countries. The association also has an on-going liaison relationship with curriculum organizations in England, Australia, and Canada. Study tours have been sponsored annually to China and Russia, and other regular tours are available through membership in ASCD. In 1985, the first major international conference was undertaken in Enschede, The Netherlands, when ASCD co-sponsored a meeting of 17 Western European countries and Japan on the core curriculum, and the proceedings have now been made available to the membership.

Purpose of International Activity

As such activity continues to expand, it is appropriate to inquire as to what ends these opportunities and events serve. On the whole, they do afford as basis for expanding the association program to others around the world. Perhaps just as importantly, they can and do tend to enable our members to learn from other countries much about how they handle curricular
or instructional issues, and one would hope would, very simply, improve international understanding.

With this as a backdrop, Messrs. Firth and Cavelti asked their invited participants to help develop the ideas which follow.

I. WHAT SHOULD BE THE PURPOSE UNDERLYING ASCD ACTIVITY IN INTERNATIONAL EDUCATION

These discussions made it apparent that differences of opinion exist on just what "global" or "international" education is or should be. On the whole, however, it was felt that the substantive role of ASCD should be to help "internationalize" the curriculum in U.S. schools and abroad by assuring that all students are exposed to accurate information about the social, governmental, economic, cultural and political systems in countries around the world, to recognize the differences and similarities that exist, and to understand the inter-connectedness that does exist between the nations of the world.

The association should play a leadership role in delineating the elements of a global education program and the common learnings appropriate to the required program (general education) in the schools by helping emphasize the contribution to be made by teachers in the various subject areas.

We concur that efforts should be made in all ASCD international education efforts to use this purpose statement as fundamental in allocating time and resources.

II. WHAT MECHANISMS OR STRATEGIES SHOULD BE EMPLOYED IN ORDER FOR THE ASSOCIATION TO PLAY AN INFLUENTIAL ROLE IN GLOBAL EDUCATION?

A. Appoint a panel of persons with expertise and interest in both the major subject areas and global education to undertake the delineation of program elements and common learnings, and to develop political strategies and guidelines (including case studies) for assuring a strong advocacy role.

B. Appoint an on-going International Education Advisory Group for the purpose of "internationalizing" ASCD...its affiliate program, publications, conferences, governance, and policy work. This should consist of carefully chosen persons from abroad who are in key leadership roles other than the ministry of education who can help ASCD be in contact with key people, research, programs, and policies affecting education in their country.

These three elements constitute the heart of these recommendations...one is the purpose statement and the other two provisions for institutionalizing concern for global education.

C. OTHER IDEAS OR PROGRAMS RECOMMENDED FOR CONSIDERATION

- Establish a larger commission of members to meet during the annual
conference to create awareness of the issue, review recommendations from the advisory groups, and stimulate awareness among the states.

- Stimulate the production and dissemination of instructional materials for teacher use...clear need exists

- Set annual conference strand on topic of international education and use foreign speakers

- Assure that consideration is given to global education aspects of the major areas of focus in the long range plan.

- Establish a center to monitor the curriculum program changes that are continually underway around the world, as a followup to the Enschede conference...in collaboration with an agency such as the SLO.

- Continue to encourage developments of affiliates around the world consisting of educators from the host nations, international schools and Dept. of Defense schools.

- Establish branch office in foreign countries to help disseminate the ASCD program including translation of publications.

D. IF ASCD IS TO EXPAND ITS EFFORT IN INTERNATIONAL EDUCATION, ADDITIONAL STAFFING MUST BE PROVIDED.

Invited Participants:

- Teresa Haddock, Center for Public Education in Intl. Affairs
- Ed Killin, former director of DoDDS-Pacific
- Sieg Ramler, Director of Instruction, Punahou School (Hawaii)
- George Churukian, Illinois Wesleyan University
- Ivor Goodson, University of Western Ontario
- Norm Overly, Indiana University (WCCI president)
- Andrew Smith, Global Perspectives in Education (NYC)
- Don Vinge, Edmonton Schools (former AFSCENT school director)
- Ed Kane, Univ of Nevada) ICET trustee
ITEM: ASCD Leadership Foundation Fund Recommendation

FROM: Marcia Knoll and Gordon Cawelti

ACTION REQUESTED: Executive Council transmit to B of D to authorize one of the four proposals

SUPPLEMENTARY INFORMATION Included in attached document

RELATIONSHIP TO ASCD GOALS/FIVE YEAR PLANS All appropriate

RELATED DOCUMENTS Attached

ACTION TAKEN Recommend the B of D act as follows:

"The staff be authorized to implement on an annual basis the proposal to _______________, and that the two funds be consolidated to provide the designated fund to be call the ASCD Leadership Foundation Fund."
To: Executive Council
   Board of Directors

From: Gordon Cawelti, Executive Director

Date: February 17, 1987

Subject: Establishment of Restricted Fund
         For Using ASCD Leadership Foundation Funds

ASCD currently has two restricted funds as a result of previous association
activity. The "Importance of People" fund of $2,176 has been carried over
for many years, and the ASCD Leadership Foundation Fund stands at $10,762.
At the 1986 annual conference the board requested that alternative
recommendations be brought to the board for action in 1987. A council
subcommittee chaired by Marcia Knoll deliberated in preparing the
alternatives presented below.

Recommendation

# 1 - That one unrestricted fund be established under the name "ASCD
Leadership Foundation Fund" with interest of approximately $1000 to be
allocated annually as derived from this total of $12,938.

# 2 - That the Board of Directors select one of the following as the basis
for selecting an annual recipient of the interest earned on the fund:

A - Annual award to a person whose manuscript is published in the Journal of
Curriculum and Supervision and is judged to do the most to advance the
development of theory in curriculum and/or supervision. Award guidelines
and selection to be made by the editorial board of the journal.

B - To a person recommended by an affiliate unit to receive training at a
National Curriculum Study Institute or National Training Center activity for
the purpose of providing such newly acquired skills in their own community
and/or the affiliate unit itself. Award guidelines and selection to be made
by the Executive Council.

C - To a person or group with an activity proposed to contribute to help in
planning education appropriate to the 21st century. The award would be
regarded as seed money to help develop an idea at the local school district
level. Award guidelines and selection to be made by the Affiliate Advisory
Committee.

(Note: This could also be given to 'a person or group who has already made a
significant contribution of this sort.)

D - To a person who would be selected as "Supervisor of the Year" for having been judged to be most effective in working with teachers and staff members in improving instruction. Award guidelines and selection to be made by Executive Council.

Note: Proposals A and D would be for recognition of accomplishments.

Proposals B and C would be for proposed activities.
Department: Field Services/Governance

Item: Resolutions Committee Appointments

From: Gerald Firth, ASCD President

Action Requested: Appoint two Resolutions Committee members.

Supplementary Information:

The terms of two of the members of the Resolutions Committee expire in May, 1987. New appointees should include the western and eastern regions.

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Proposed Appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Crumpton, MN</td>
<td>Reuben Ingram, CA</td>
</tr>
<tr>
<td>Helen McIntyre, WA</td>
<td>Mr. Ingram is Superintendent,</td>
</tr>
<tr>
<td>Robert Munnelly, MA</td>
<td>Fountain Valley Elementary District,</td>
</tr>
<tr>
<td>Ann Shelly, WV</td>
<td>Fountain Valley, CA</td>
</tr>
<tr>
<td>Mabel Smith, MD</td>
<td>Anthony Labriola, PN</td>
</tr>
<tr>
<td>Virginia Sorenson, MI</td>
<td>Mr. Labriola is Curriculum &amp; Inservice</td>
</tr>
<tr>
<td>Arthur Stellar, Chair OK</td>
<td>Coordinator for the Tuscarora</td>
</tr>
<tr>
<td>Hervert Walberg, IL</td>
<td>Intermediate Unit #11,</td>
</tr>
<tr>
<td></td>
<td>McVeytown, PN</td>
</tr>
</tbody>
</table>
**Department:** Field Services/Governance

**Item:** Networks Advisory Committee Appointments

**From:** Gerald Firth, ASCD President

**Action Requested:** Appoint one advisory committee member, one chair, and extend the term of one member (whose term expires in 1988) in accordance with the Council's October, 1986 action.

**Supplementary Information:**

The Network Advisory Committee's role is to select ASCD networks for funding and to evaluate the networks project's success. The terms of three of the five members of the Networks Advisory Committee expire in March, 1987. One will be extended by one year to be Committee Chair. The two outgoing members leave vacancies from the southern and northeastern regions.

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Proposed Appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mae Kendall, GA</td>
<td>Aubrey Moseley, TN Chair</td>
</tr>
<tr>
<td>Luther Kizer, IA</td>
<td>Luther Kizer, IA</td>
</tr>
<tr>
<td>Aubrey Moseley, Chair</td>
<td>Gwyn Brownlee, TX</td>
</tr>
<tr>
<td>Arthur Roberts, CT</td>
<td>Ms. Brownlee is Program Director,</td>
</tr>
<tr>
<td>Claire Yoshida, HI</td>
<td>The Glenwood School,</td>
</tr>
</tbody>
</table>
                                Richardson, TX             |
                                Arlene Soifer, NY            |
                                Ms. Soifer is Association Administrator, Nassau BOCES, Carle Place, NY |

**Notes:**
- 1987: Term expires
- 1988: Term expires
- 1989: Term extends by one year
- Ms. Brownlee is Program Director, The Glenwood School, Richardson, TX
- Ms. Soifer is Association Administrator, Nassau BOCES, Carle Place, NY
Department: Field Services/Governance

Item: 1988 Nominating Committee

From: Gerald Firth, President

Action Requested: Appoint five members to serve on the 1988 Nominating Committee.

Supplementary Information:

1. 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 board knowledge of and experience in the Association.

1204.1 The Board of Directors elects five of its current or former members to the committee at its first March meeting.

2. A subcommittee of Executive Council members meets as soon as possible after the Board 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.

3. The President briefly convenes the Council to vote on the subcommittee’s nominees.

Related Documents:

1. Attached memorandum from Nominations Coordinator Carolyn Hughes to the Executive Council on selection criteria.

2. List of current Board of Directors members distributed at the Board meeting.
**Department:** Field Services/Affiliates

**Item:** Affiliate Advisory Committee Appointment

**From:** Gerald Firth, ASCD President

**Action Requested:** Appoint member to the Affiliate Advisory Committee.

**Supplementary Information:**

The term of one Affiliate Advisory Committee member expires in March, 1987.

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Proposed Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Francine Delaney, NC 87</td>
<td>Fred Young, NJ</td>
</tr>
<tr>
<td>Barbara Divins, WV 89</td>
<td>Mr. Young is Director of Curriculum, Hamilton Township Schools, Hamilton, NJ, &amp; President of NJASCD</td>
</tr>
<tr>
<td>Dale Linebarger, WA 89</td>
<td></td>
</tr>
<tr>
<td>Irving Ouellette, ME 88</td>
<td></td>
</tr>
<tr>
<td>David Robinson, Chair, AR 88</td>
<td></td>
</tr>
</tbody>
</table>
ITEM: Status of Video Productions

FROM: Ron Brandt and Lew Rhodes

ACTION REQUESTED: Approval to initiate production contracts for videodisc "Examples of Effective Teaching Skills."

SUPPLEMENTARY INFORMATION: Council policy requires specific approval of each major videotape after initial planning and before actual production funds are expended. In accordance with that policy, approval is requested for production of a Level I videodisc "Examples of Effective Teaching Skills."

RELATIONSHIP TO ASCD GOALS/FIVE-YEAR PLAN:

RELATED DOCUMENTS: Status Report, attached.
Summary of meeting with MECC, attached.

ACTION TAKEN:
Summary of Meetings with Dr. Richard Pollak, MECC

The Minnesota Educational Computing Consortium (MECC) shares our interest in opening up a market in schools for interactive videodiscs. We have complementary goals: ours is to have staff developers become familiar and comfortable enough with the medium to want to have additional materials in that format; theirs is to have teachers at that same point of acceptance.

We agree that the way to open a market is to hook into strongly felt needs in the field which are presently not being met. Together, we (ASCD and MECC) have marketing access to the two groups whose needs this project can respond to. These are staff development and other district personnel committed to teaching effectiveness training; and computer and other media specialists who want teachers to get functionally involved with new technologies so they'll be more comfortable using them. We propose a strategy that, for both these groups, would ease them into familiarity with the technology.

The first phase would be production of a Level I disc (simple archival storage that can be accessed randomly). This would consist of classroom footage we shot in Napa during our Fundamentals production, and might be in the form of a "video dictionary" that shows what terms like "set," "wait time," etc. look like in application.

The second phase, or option, would be to add a re-purposing, authoring-type program that would allow someone with some computer familiarity to re-order the material on the disc to meet their own presentational needs. In some cases, this could serve as a catalyst for collaboration between training and technology people in a district or university.

A third option, which isn't necessarily tied to the first two, might be to develop a quickie demonstration disc using Fundamentals or Teaching Strategies footage. The purpose of this would be to get people interested and possibly to raise outside funds for support.

As a result of these continuing discussions, both ASCD and MECC have agreed on the feasibility of the Phase One approach and that joint development offers a practical solution to getting a quality product on the market in the shortest time.
For planning purposes, here is what we envision:

**Product:**  
One, 2-sided disc (approximately 30 minutes/side); at Level I (will not require computer to operate); with accompanying print materials.

**Content:**  
Classroom teaching examples of effective teaching principles. This will be, in effect, a video "dictionary" that can be accessed randomly. Most of the footage will be from what we shot in Napa, CA for our new training series - "Skills for the Teacher Decision-maker".

**Development Costs:**  
Approximately $40,000, to cover design, editing, pre-mastering, and mastering.

**Cost to User:**  
$495 -- We might also want to offer them a price break on a Level I disc player through a regional distributor. It is not recommended that ASCD, itself, become a distributor.

**Development:**  
Recommend collaborative development that capitalizes on each organization's strengths -- ASCD, with the content and knowledge of user needs and already-shot video footage; and MECC, with the technical design and development expertise.

**Marketing:**  
Recommend joint marketing that impacts two discrete markets in each district -- those interested in staff development and teaching improvement, which ASCD has unique access to; and those interested in the videodisc technology, to whom MECC has unique access.

Income from this initial disc would be shared between the two organization based on a formula that will be determined in subsequent planning. At present, it appears as if MECC will be contributing to about 15% of the development cost.
ITEM: 11

FROM: Ron Brandt, Executive Editor

ACTION REQUESTED: Approval to publish "What's Worth Teaching?" as a non-comprehensive member publication in 1987-88.

SUPPLEMENTARY INFORMATION: This unusual book presents a persuasive case for integrating the entire curriculum around a "human systems" theme. Because its thesis is somewhat idiosyncratic, members of the Publications Committee did not recommend the book as a comprehensive member publication, but did recommend that it be published, because they believe that many readers will find it stimulating and useful.

The manuscript has been under consideration by a commercial publisher for some time. If it is not accepted, I recommend that ASCD publish 5,000 copies at a cost of about $8,000, which we would recover from sale of the first 1,000 copies.

RELATIONSHIP TO ASCD GOALS AND FIVE-YEAR PLAN: ASCD's goals emphasize a balanced curriculum and cooperative curriculum development (goal 1).

RELATED DOCUMENTS:

ACTION TAKEN:
ITEM: 11

FROM: Ron Brandt, Executive Editor


SUPPLEMENTARY INFORMATION: All members of the Publications Committee are appointed for one year, but most members are reappointed for two additional one-year terms. The committee advises the Executive Editor in publication decisions.

RELATIONSHIP TO ASCD GOALS AND FIVE-YEAR PLAN: Relates to all goals and entire ASCD program.

RELATED DOCUMENTS: Attached list of nominees.

ACTION TAKEN:
Nominees for the ASCD Publications Committee 1987-88

Proposed new member:

William Schubert, Professor of Education, University of Illinois at Chicago.

To be replaced:

Allan Glatthorn, Professor, Graduate School of Education, University of Pennsylvania, Philadelphia, (Current Committee Chair).

To be reappointed:

Gordon Floyd, Principal, Moody Elementary School, White Hall, Arkansas.

Meredith "Mark" Gall, Professor of Education, University of Oregon, Eugene, Oregon.

Susan Loucks-Horsley, Director of Research and Evaluation, the NETWORK, Andover, Massachusetts.

Lois Harrison-Jones, Superintendent, Richmond Public Schools, Richmond, Virginia.

Mel Preusser, Executive Director of Curriculum, Douglas School District, Castle Rock, Colorado, CHAIR.

Georgea Mohlman Sparks, Assistant Professor, Eastern Michigan University, Ypsilanti, Michigan.
Department: Field Services/Affiliates

Item: Appointment of Executive Council Liaison to the Affiliate Advisory Committee

From: Marcia Knoll, ASCD President

Action Requested: Appoint Executive Council Liaison to Affiliate Advisory Committee

Supplementary Information:

The 1986-1987 Executive Council Liaison to the Affiliate Advisory Committee was Marcia Knoll.

Proposed Liaison
Arthur Costa, ASCD President-Elect
1986 ASCD NATIONAL ELECTION RESULTS

President-Elect
Arthur L. Costa

Executive Council Member
Cile Chavez

Members-at-Large to the Board of Directors
Alice Bosshard
Rita Dunn
Anne E. Price
La Vae Robertson
David Robinson
(4 year terms)

Member-at-Large to the Board of Directors
Julia Thomason

Review Council
Benjamin P. Ebersole

1986 BOARD OF DIRECTORS ELECTION RESULTS

Executive Council Members
Ann C. Shelly
Bob Valiant
REQUEST FOR AFFILIATION

Date: January 9, 1987

Proposed Affiliate Name: Alberta Association of Supervision and Curriculum Development
Applicant's Name: Dr. Robert Egbert, President
Applicant's Address: Box 438, College Heights, Alberta, Canada T0C 0Z0
Applicant's Phone: (403) 782-3674 Home 782-381 Office

On behalf of the Executive and the Membership of the Alberta ASCD, I request affiliation with the Association for Supervision and Curriculum Development. I have enclosed the requested supporting information and certify that the purposes, membership requirements and programs proposed are consistent with those of the Association for Supervision and Curriculum Development.

(Signature)

January 9, 1987
(Date)

Supporting Materials Checklist

____ Proposed constitution which is consistent with that of the national Association
____ Membership Eligibility Requirements
____ Proposed program
____ List of active officers (pro-tem)
CONSTITUTION AND BYLAWS
OF THE ALBERTA ASSOCIATION OF
SUPERVISION AND CURRICULUM DEVELOPMENT

Article I - Name and Affiliation

The name of this organization shall be the Alberta Association of Supervision and Curriculum Development, an affiliate of Association Supervision and Curriculum Development (and henceforth shall be called the Association).

Article II - Objectives

The objectives of this Association shall be to provide educational leadership by supporting members of this Association in their efforts to:

- assist members in the interpretation and
  a) use of curriculum
  b) in the development of effective teaching strategies
  c) in the ongoing evaluation and supervision of the educational process
- provide information, services, and direction to foster continuing professional development of members
- encourage study, research, publication and program development
- disseminate research findings, educational materials, legislative reports, and other relevant information
- maintain representation in the association of supervision and curriculum development and coordinate activities.

Article III - Membership

Section 1

Any person who is desirous of promoting the purposes of the Alberta Association of Supervision and Curriculum Development shall be eligible to membership by paying the annual dues as provided in Article IV. An active member shall be entitled to vote and to hold office.

Section 2

The membership year shall begin on October 1 of any given year and continue through September 30 of the successive year.
Article IV - Dues

Section 1

Annual dues shall be recommended by the Executive Committee and ratified at the annual general meeting.

Section 2

The fiscal year shall be July 1 through June 30.

Article V - Executive Committee

(a) Officers

The officers of the Association shall consist of a:

Past President
President
President Elect
Vice President - Program
Vice President - Membership/Promotion
Secretary-Treasurer

(b) Duties of Officers

The duties of officers shall be as listed below, but may from time to time be altered or changed by the members of the Executive Committee.

President:
The President shall be the presiding officer of the Association. He/she shall also be the chairperson of the Executive Committee and an ex-officio member of all committees and/or sub-committees of the Association which may from time to time be appointed by the Executive Committee.

President Elect:
The President-Elect shall assist the President in the carrying out of duties, as requested. In the absence of the President, the President-Elect shall be the presiding officer at meetings of the Association and/or the executive meetings. The President-Elect will assume the office of President for the next term.
Secretary-Treasurer:
The Secretary-Treasurer shall keep accurate minutes of all meetings of the Executive Committee and of all Annual General Meetings. The Secretary-Treasurer shall be responsible for keeping an accurate record of all monies of the Association. The Secretary-Treasurer shall prepare and submit the financial books for an annual audit.

Vice President - Program:
The Vice President in charge of programming shall prepare, submit, and facilitate the implementation of a program plan for the current membership year through a bi-monthly newsletter.

Vice President - Membership and Promotion:
The Vice President in charge of membership and promotion shall actively promote the association and solicit membership.

Past President:
The Past-President shall offer council and assume duties as assigned by the executive committee. The Past-President shall be chairperson of the nominating committee for offices to be filled.

(c) Rules of Order

The duties of the Officers of the Executive Committee shall be defined as in Robert's Rules of Order and these shall govern the procedure of all meetings.

(d) Annual General Meeting

At a regularly called session of the Annual General Meeting, the President shall submit in writing:

1. detailed written report of the business of the Association during the year.

The Secretary-Treasurer shall submit in writing:

1. a report of the financial condition of the Association, including an audited statement of all receipts and expenditures.

The written reports of the President and the Secretary-Treasurer shall be available to all members of the Association. At the annual general meeting, the membership fees for the year will be ratified.
(e) Nominating Committee

The Past-President shall be the chairperson of the Nominating Committee for offices to be filled during elections at the annual general meeting. The slate of names is to be presented to the Executive Committee at their meeting prior to the annual general meeting.

(f) Other Committees

Ad hoc committees may be appointed by the Executive Committee from among members of the Association. Such committees shall be directly responsible to the Executive Committee.

(g) Vacancies

Whenever a vacancy occurs on the Executive Committee, through any cause, the Executive Committee shall name a member to fill the vacancy until the next annual general meeting.

(h) Duties

The duties of the Executive Committee shall be, subject to the authority of the Annual General Meeting of the Association, to govern the Association and handle the main business of the Association.

(i) Quorum and Voting

A quorum of the Executive Committee shall be at least fifty percent of its voting members. At the Annual General Meeting, decisions shall be made by a simple majority (half the members plus one vote of members present at the meeting).

(j) Elections

Voting shall be restricted to paid up members of the Association. All positions for voting members of the Executive Committee, with the exception of that of the Past President and President, shall be filled by election at the Annual General Meeting. All elections to office will require a simple majority vote.
Article VI - Meetings

The Annual General Meeting of the Association shall be held at a time and place designated by the Executive Committee, at which time the election of officers to the Executive Committee shall take place.

Other general meetings of the Association may be called from time to time as deemed necessary by the Executive Committee. A general meeting of the Association shall be called by the Executive Committee if requested in writing by at least twenty percent of the members in good standing.

Article VII - Amendments

Section I

The Constitution of the Association may be amended by a majority vote of three-quarters of the members present at any general meeting, provided that notice of such amendment shall have been submitted in writing to all members at least one month prior to the meeting.

Section II

The By-Laws of the Association may be amended by a majority vote of the Executive members at any regular meeting of the Executive Committee, provided that notice of such amendment shall have been submitted in writing to the Executive Committee at least one month prior to the meeting called by the Executive Committee.
PROGRAM AND JOURNAL SCHEDULE: 1987, 1st half 1988

There are scheduled bi-monthly meetings with the issues of the ASCD Alberta Journal on alternating months (see schedule).

March 1, 1987  Journal issue focusing on two Edmonton school programs, and an article from a national officer.

April 14, 1987  Edmonton, General meeting, 7 p.m., guest speaker the Minister of Education for Alberta. Followed by an Executive meeting.

May 1, 1987  Journal issue focusing on conference news and the Cogitare and other networks sponsored by ASCD.

June 9, 1987  Red Deer, General meeting, 7 p.m., Dr. Acheson--speaking on Separate Schools. An Executive meeting to follow.

July 1, 1987  Journal issue focusing on Private and separate schools of Alberta.

No meetings during August and September due to summer holidays and the beginning of the school year.

October 13, 1987  Edmonton, General meeting, 7 p.m., Dr. Ronald Brandt, from International ASCD. An Executive meeting to follow.

November 1, 1987  Journal focusing on the topic delivered by Brandt.

December 8, 1987  Executive meeting and special Christmas issue of Journal, 6 p.m. in Red Deer.

January 1, 1988  Journal issue focusing on renewing educational resolutions for excellence.

February 9, 1988  General meeting in Edmonton or Calgary, 7 p.m., topic and speaker to be selected at a later date. Executive meeting to follow.

March 1, 1988  Journal issue

April 12, 1988  General meeting in Red Deer or Calgary, 7 p.m., topic and speaker to be selected at a later date. Executive meeting to follow.

May 1, 1988  Journal issue.
REQUEST FOR AFFILIATION

Date: January 9, 1987

Proposed Affiliate Name: Rhode Island Association for Supervision and Curriculum Development

Applicant's Name: Dr. Philip A. Streifer

Applicant's Address: Barrington Public Schools
283 County Rd. Barrington, RI 02806

Applicant's Phone: (401) 245-5000

On behalf of RI-ASCD I request affiliation with the Association for Supervision and Curriculum Development. I have enclosed the requested supporting information and certify that the purposes, membership requirements and programs proposed are consistent with those of the Association for Supervision and Curriculum Development.

Signature

January 9, 1987
(Date)

Supporting Materials Checklist

- [x] Proposed constitution which is consistent with that of the national Association
- [x] Membership Eligibility Requirements
- [x] Proposed program (see enclosed letter)
- [x] List of active officers (pro-tem) (see enclosed letter)
RHODE ISLAND ASSOCIATION FOR SUPERVISION
AND CURRICULUM DEVELOPMENT

DECEMBER 1986

CONSTITUTION/BY-LAWS

ARTICLE 1. NAME

The name of this organization shall be The Rhode Island Association for Supervision and Curriculum Development, hereafter referred to in this Constitution and By-Laws as the "Association."

ARTICLE 11. PURPOSE

The purpose of the organization shall be the improvement of instruction, curriculum, and supervisory practices in the schools of Rhode Island.

Specifically, the Association shall:

1. promote cooperative curriculum planning and decision making at all levels of formal education.

2. promote the competent handling of curriculum development and supervision by all persons involved.

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

4. encourage curriculum and supervision research, evaluation, and theory development.

5. disseminate information about educational practice, media, and research.

6. identify, study, and evaluate issues in supervision, curriculum, and instruction.

7. influence local, state and national policies and practices, particularly regarding issues and problems affecting education.

8. strive for balance in the curriculum and maintain a perspective of the total educational program.
ARTICLE III. MEMBERSHIP

Types

Section 1. Any person who is a member of the National Association for Supervision and Curriculum Development shall be eligible for membership and may become a Regular Member by paying the annual dues as provided in the By-Laws.

Section 2. Any other person who is desirous of promoting the interests and sharing in the work of the Rhode Island Association for Supervision and Curriculum Development shall be eligible for membership and may become a Regular Member by paying the annual dues as provided in the By-Laws.

Section 3. Any person who has been a member of the Association for 10 consecutive years including the last year of professional service and has retired from full employment may upon application be given Life Membership status.

Privileges

All members shall have these privileges:

1. Attending conferences and workshops of the Association.
2. Receiving current publications of the Association.
3. Voting on matters placed before the membership for a vote.
4. Holding office or being members of any committee.

ARTICLE IV. OFFICERS

Section 1. The officers of the organization shall be a President, a President Eect, a Secretary, and a Treasurer.

Section 2. The term of office shall be two years. No officer may serve more than two consecutive terms.
ARTICLE V. EXECUTIVE BOARD

Section 1. The Executive Board shall consist of the officers, the immediate past president, Association members holding positions with the National Association for Supervision and Curriculum Development, the chair of each standing committee, and liaison representatives to the state department of education and to state educational organizations. They shall constitute the governing body of the Association.

Section 2. The Executive Board shall formulate and approve policies for the Association, shall adopt the annual budget, shall have the power to fill vacancies until the next election, shall appoint such committees as it deems necessary to carry out the work and policies of the Association, shall make financial and other reports at the Annual Meeting and shall perform such other action as is necessary for the proper functioning of the Association.

ARTICLE VI. BY-LAWS

Details of the activities of the Association shall be regulated by the By-Laws. These may be amended at any Annual Meeting by a majority vote of the members present, provided that notice of the proposed amendment has been given to members at least thirty days prior to the Annual Meeting.

ARTICLE VII. AMENDMENTS

This Constitution may be amended at any Annual Meeting by a majority vote of the members present, provided that notice of the proposed amendment has been given to members at least thirty days prior to the Annual Meeting.

ARTICLE VIII. ASSETS ON LIQUIDATION

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

ARTICLE I. MEMBERSHIP DUES

There shall be two classes of membership dues. The fee for those who are also members of the National Association for Supervision and Curriculum Development shall be $15.00 per year. Membership shall extend for twelve months beginning with the month of enrollment.

ARTICLE II. DUTIES OF EXECUTIVE BOARD

The Executive Board shall

1. conduct all business of the Association between Annual Meetings.

2. authorize the treasurer to expend funds to promote the purposes and activities of the Association.

3. provide for annual audit of all Association funds by someone other than the treasurer.

4. approve appointments to standing committees made by the President.

ARTICLE III. DUTIES OF OFFICERS

Section 1. President

Shall be responsible for conducting all meetings of the Association and of the Executive Board.

Shall prepare the agenda of all meetings.

Shall be responsible for the carrying out of the purpose of the Association.

Shall instruct the other officers on their duties.

Section 2. President-Elect

Shall serve in executive capacity in the absence of the President.

Shall act as the program chairperson.
Section 3. Secretary

- Shall keep accurate minutes of all meetings.
- Shall answer all correspondence delegated to him/her.

Section 4. Treasurer

- Shall collect all monies and dues and shall keep accurate accounts of receipts and expenditures of the Association.
- Shall keep an accurate membership list.
- Shall work with the membership chairperson in promoting membership.

Section 5. Immediate Past President

- Shall act in an advisory capacity and be a voting member of the Executive Board.

Section 6. National Representatives

- Shall represent the Association at the National Board of Directors' meetings at the annual conference.
- Shall meet as a group prior to each national conference to discuss issues that will be considered. The President shall call the meeting.

Section 7. Chair of Standing Committees

The Chair of each standing committee shall call and preside over meeting of the committee and shall be responsible to the Executive Board for the accomplishment of the committee's task. The standing committees are as follows:

Membership

- Shall attempt to maintain growth in the number of Association members.
- Shall maintain an accurate membership list and notify members when annual membership renewal is due.
Publications

Shall perform all tasks necessary to the production and delivery of Association publications to members and to other individuals, as appropriate.

Section 8. Liaisons

Individuals appointed by the Executive Board to serve as liaisons to other groups shall attend their meetings and shall report to the Board any activities which are related to the goals and purposes of the Association. The Board may establish liaison positions with various organizations from time to time, as it deems appropriate.

Section 9. Members Holding National Positions

Association members holding official positions with the National Association for Supervision and Curriculum Development are members, ex-officio, of the Association Executive Board. They shall report to the Board, periodically, on the National activities in which they are involved.
ARTICLE IV. MEETINGS

Section 1. There shall be a minimum of two meetings a year. The Annual Meeting shall be held in the Spring.

Section 2. The program of the Association shall be carried out through workshops, conferences or other activities approved by the Executive Board.

ARTICLE V. ELECTIONS

Section 1. The Executive Board by February 1 of every other year (beginning February 1, 1987) shall appoint a nominating committee chairperson who shall select committee members and submit a slate of candidates consisting of at least two names for each office of Vice President/President-Elect, Secretary, and Treasurer.

Section 2. Ballots shall be mailed to the membership by March 7. Completed ballots must be received by the Secretary no later than March 20. No ballot received after this date shall be counted. The candidate for an office receiving the most votes shall be declared elected to that office. In case of a tie vote, a second ballot shall be cast by members present at the Annual Meeting by a method determined by those members present.

Section 3. The term of office of all officers and directors shall coincide with the fiscal year. The current president shall notify National ASCD of the names of new officers and representatives immediately following their election.

Section 4. The current President and Vice President/President-Elect shall fill the positions on the National ASCD Board of Directors of President and Guaranteed Representative. Each shall serve for four years, two years as president and two years as representative.
ARTICLE VI  QUORUM

Section 1. A majority of the current members of the Executive Board shall constitute a quorum for the Board.

Section 2. Those members of the Association present shall constitute a quorum for the transaction of business at the Annual Meeting and such other business meetings as may be called by the Executive Board.

ARTICLE VII  FISCAL YEAR

The fiscal year of the Association shall be JULY 1 - JUNE 30.

ARTICLE VIII  AFFILIATIONS

The Association is affiliated with the National Association for Supervision and Curriculum Development.

ARTICLE IX.  COMMUNICATIONS

Publications furthering the purposes of this Association may be authorized by the Executive Board. There shall be at least two communications to the members each year.

This is a true copy of the Constitution/By-Laws of the Rhode Island Association for Supervision and Curriculum Development.

Signature: Philip A. Streifer, Ph.D.
Interim-President, RIASCD
(Rhode Island Association for Supervision and Curriculum Development)
January 1987

To: Colleagues

From: Philip A. Streifer, Ph.D.
Interim-President, RI-ASCD

Re: Informational Update

**Background.** On December 10, 1986, the Rhode Island Association for Supervision and Curriculum Development (RI-ASCD) was formally reorganized. Meeting at the Winman Junior High School in Warwick, over 70 Rhode Island educators attended this meeting and overwhelmingly voted to reorganize a Rhode Island affiliate of ASCD.

Dr. J. Troy Earhart, Commissioner of Education welcomed those in attendance. The keynote address was delivered by Dr. Gordon Cawelti, Executive Director of the Association for Supervision and Curriculum Development who spoke on strategic planning. Anyone wishing copies of the materials presented by Dr. Cawelti can secure them simply by calling any of the RI-ASCD officers.

At the business meeting, the following action was taken:

1. The group formally voted to reorganize RI-ASCD.
2. The membership voted to affiliate with the national ASCD.
3. A constitution was approved (as amended).
4. Interim officers were elected through 30 June 1987 as follows:
   - Interim President: Philip A. Streifer
   - Interim Vice President: William White
   - Interim Secretary: Charles Mojkowski
   - Interim Treasurer: David Reilly

Elections will be held this spring for full term positions. Those interested in holding office should contact Joseph Krupowicz, Chair, RI-ASCD Nominating Committee, at 849-2122.

5. Membership dues were set at $15.00 per year ($7.50 for the period December 10, 1986 through June 30, 1987).

(Over)
Current Activities. Since the December 10th meeting, the Executive Board met to organize itself and begin planning a spring conference. In attendance were the elected officers as well as others who have volunteered to help in a formal capacity. These individuals include:

- Carolyn Hazard: Chair, Publicity
- Bernardine DiOrio: Chair, Constitution Review
- Sharon Rallis: Chair, Membership
- Ralph Jasperro: Chair, Spring Conference
- Joseph Krupowicz: Chair, Nominating

The Executive Board has scheduled a meeting for January 20th in North Kingstown to continue planning for the spring conference.

Dues. We need your help and support. Please join us by completing the membership form and submitting $7.50 to cover the period through June 30, 1987. Your dues will be used to pay costs incurred for the December 10th organizational meeting, mailing costs and the spring conference. Send your dues to David Reilly, Treasurer (address listed below).

Spring Conference. The Executive Board selected the spring conference theme as "Program/Curriculum Evaluation." A tentative date of May 22, 1987 in Newport has been set. Watch your mail for more detailed information confirming the date, place and conference topics in early spring.

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Remember, we need your support. Many people have worked to make RI-ASCD a viable reality. With your help, we can ensure its future usefulness and value. Please complete and mail the membership form below. If you are interested in working on one of RI-ASCD's committees, please indicate your preference (if any) below. Thank you.

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RI-ASCD MEMBERSHIP APPLICATION

____ Yes, I want to join RI-ASCD. Enclosed is my check for $7.50 made out to "RI-ASCD."

____ I would be interested in working on one of RI-ASCD's committees: ____________

(list preference - see current committees listed above with chairpersons)

Name: ___________________________ Phone: ___________________________

(Please print)

Address: ___________________________ ___________________________

Please mail this form with a check for $7.50 to:

David Reilly, RI-ASCD Treasurer
Smithfield Public Schools
Administration Building
49 Farnum Pike
Esmond, Rhode Island 02917