ASCD BOARD OF DIRECTORS MEETING

Friday, March 10, 1989
Monday, March 13, 1989

Peabody Hotel
Plaza International E
(convention level)

AGENDA

Friday, March 10

8:00 am  Coffee available for Board members

8:15  Orientation of new Board members by President-Elect
      Pat Conran

9:00  Board of Directors meeting convenes - President Art
      Costa presiding. All directors will need to have
      pre-registered by mail; non-registered members will
      need to contact Credentials Committee on site for
      admission to meeting.

1. INTRODUCTION
   a. President's remarks-procedures
   b. Action on previous minutes

2. ELECTION RESULTS
   a. President-elect
   b. Executive Council, Board of Directors, and Review
      Council members elected

Reference: Attachment
or Annual Report (AR)
Page Number

Attachment A
3. **CONDUCT BOARD ELECTION TO SELECT FIVE PEOPLE TO SERVE ON THE 1990 NOMINATING COMMITTEE**
   Ballot to be distributed

4. **REPORT OF NEW ASCD HEADQUARTERS FACILITY ON 1250 North Pitt Street; Action to authorize purchase**
   Attachment D2

5. **BUDGETARY AFFAIRS**
   - Review FY 88 auditor's report
   - Action on preliminary estimate of FY 90 budget
   - **Action** to retain Ribis and Associates as auditors
   AR p. 5
   AR p. 25

6. **ANNUAL UPDATE ON ASCD LONG RANGE PLAN 1987-1992 (60 minutes)**
   - Restructuring the Teaching Profession
   - Early Childhood Education
   - At Risk Youth
   - Supervision/Leader Behavior
   - Thinking Skills - this area is now an ongoing area of ASCD program activities
   AR p. 78

   After these brief staff presentations, roundtable discussions by Board members will be held on these questions or issues:

   1. Do these focus areas continue to be appropriate, and are there additional activities which should be considered to assure maximum impact?

   2. Are there other areas that we should begin to consider as focus areas in the future?

7. **RESOLUTIONS**
   - Followup report on 1988 resolutions in Boston
     AR p. 40
   - Initial report of the 1989 Resolutions Committee (Ruben Ingram, Chair)
     Attachment E

8. **RECEIVE REVIEW COUNCIL REPORT**
   (Donna Delph, Chair)
   Separate cover
9. DISCUSS "ASCD VALUES" STATEMENTS (60 minutes)  
After introduction by President Costa, Board members will engage in roundtable discussions of the appropriateness of these statements of values and beliefs as base points from which to take positions on issues, and for general guidance of ASCD program activity.

10. FIELD SERVICES/AFFILIATE MATTERS

- Action on application of the Netherlands-Flemish affiliate (NVASC)

11. REPORT ON PROCESS FOR RECRUITING NEW DIRECTOR OF THE CURRICULUM/TECHNOLOGY RESOURCE CENTER

12. REPORT ON NEW PUBLICATION ON NATIONAL STANDARDS FOR PERSONNEL EVALUATION - Phil Hosford

4:00 pm Adjourn

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Monday, March 13 - Immediately following the business meeting

1. Executive Council report on the 1990 Nominating Committee

2. Any actions needed on 1989 resolutions just passed (required if a quorum has not been present)
CALENDAR OF EVENTS - 1989

Affiliate Leadership Conference
Washington, DC
April 27-30

Middle School Futures Planning
Consortium Reunion
Dallas, TX
May 4-6

Restructuring Consortium - 2nd Mtg.
San Francisco
May 4-6

Early Childhood Consortium
Chicago
May 17-20, 1990

Early Childhood Consortium
San Francisco
May 18-21

ASCD Open House
June 15

Executive Council Meeting
Alexandria
June 16-18

High School Futures Planning Consortium
Portland, ME
July 7-9

Review Council
September (TBA)

Resolutions Committee
October (TBA)

Publications Committee
October 6-7

Executive Council Meeting
Washington, DC
October 13-15

Early Childhood Consortium
Phoenix
October 20-23, 1990

Early Childhood Consortium
Aspen
October 21-24, 1989

Restructuring Consortium
Washington, DC
October 26-28

Invitational Conference on Complex
Thinking in School Subjects
November 30-December 1

Urban Curriculum Leaders Conference
Miami Beach
December 1-2
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

ANNUAL CONFERENCE

BOARD OF DIRECTORS MEETINGS

Friday, March 10, 1989
Monday, March 13, 1989
Orlando, Florida
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
BOARD OF DIRECTORS MEETING

March 10, 1989
Orlando, Florida

Peabody Hotel
Plaza International E

MINUTES

President Arthur Costa called the meeting to order at 9:00 a.m. on Friday, March 10, 1989 at the Peabody Hotel. Delmo Della-Dora served as ASCD Parliamentarian. In addition to the Board of Directors and ASCD members, the following attended the meeting:

ASCD Staff: Diane Berreth, Director of Field Services; Ron Brandt, Executive Editor; Kathy Browne, Executive Assistant; Gordon Cawelti, Executive Director; Paula Delo, Manager of Public Information; Helene' Hodges, Director of Research & Information; Cynthia Warger, Director of Professional Development.

1. APPROVAL OF PREVIOUS MINUTES

Bob Valiant (WA) moved and Thelma Spencer (NJ) seconded approval of the minutes of the 1988 Board of Directors' meeting. MOTION CARRIED.

2. ELECTION RESULTS

President Costa introduced everyone elected in the 1988 elections. The results of the election are:

National Election

President-Elect
Donna Jean Carter (CA)

Members-at-Large
Phyllis J. Hobson (DC)
Alex Molnar (WI)
Susan E. Spangler (NE)
Elizabeth C. Turpin (MI)
Beverly M. Taylor (IL)

Review Council
Carolyn S. Hughes (OK)

Executive Council Member
Delores R. Greene (VA)

Board of Directors

Executive Council Members
Francine Delany (NC)
Arthur Roberts (CT)
3. BOARD ELECTION OF 1990 NOMINATING COMMITTEE

President Costa explained the nomination procedure of the 1990 committee members and asked for nominations from the floor. Nominations were closed and a printed ballot was distributed.

4. NEW ASCD HEADQUARTERS BUILDING

Dr. Cawelti gave a report on the purchase agreement for 1250 North Pitt Street and explained the loan terms and contract. Lu Kiser (IA) moved and Dr. Jeskes (TX) seconded the motion to approve the purchase of the Pitt Street property. MOTION CARRIED.

Dr. Cawelti addressed questions on the status of the 125 North West Street building.

5. BUDGETARY AFFAIRS

It was moved by Ann Shelly (WV) and seconded by Doug McPhee (CA) to retain Ribis and Associates as auditors for the FY 90 budget. MOTION CARRIED

Dr. Cawelti presented the FY 90 budget, salary plan, and dues increase. It was moved by David Lane (IA) and seconded by Bob Haney (VA) to approve the FY 90 budget.

Dr. Cawelti answered questions from the floor regarding budget growth, allowances, overages, and the $6.00 dues increase. Other questions regarding the diversity of city locations for annual conference and the scheduling of NCSI's in different cities were brought up. Randy McNulty moved to call for the question and end the discussion, Helen Baker seconded the motion. President Costa stated the question had been called for and asked for a motion to adopt the FY 90 preliminary budget. MOTION CARRIED.

6. ANNUAL UPDATE OF ASCD LONG RANGE PLAN

After reports on the current focus areas of the long range plan were given the board members began roundtable discussions on whether these focus areas remain appropriate and whether there are new or additional activities that should be considered by ASCD.

Worksheets were collected at the end of the discussion and the results will be reviewed at the June Executive Council meeting.

Update in the new format was passed out for board members reactions.

Nominations Committee ballots were distributed.

Meeting ended for lunch break at 11:50 a.m.

Meeting was called to order at 1:30 p.m. by President Costa.
Comments from the floor were expressed on the new Update trial format.

7. RESOLUTIONS

Diane Berreth referred to the 1988 ASCD Resolutions Implementation Plan. Ruben Ingram, Resolutions Committee Chairman noted the new criteria procedure and standardized format and stated the committee drafted a policy and procedure reaffirming/cancelling resolutions and how to address critical issues. He urged board members to attend the open business meeting the following Monday.

8. REVIEW COUNCIL REPORT

Donna Delph reported the results of the Review Council Report which addressed issues concerning member participation and the need for discussing issues.

President Costa made a recommendation for the Executive Council to review the report and give an in-depth study of it and bring it back to the board the same time next year. Bob Garman (CA) moved to approve the recommendation and Ron Hockwalt (CA) seconded the motion. MOTION CARRIED.

The results of the Nominations Committee selections were announced.

Elected by the Board of Directors:

Doug McPhee (CA)  
Edward West, Jr. (MT)  
Yolanda Rey (TX)  
Dorna Moss (NY)  
Annie Blair (DC)

9. ASCD VALUES STATEMENT

President Costa explained the new platform of beliefs. The Executive Council decided to produce a new statement because it was felt the 1956 beliefs were outdated. A rating sheet was distributed for the board members to work in groups to re-edit three of the most important values, individually rate, clarify, or add other values. Afterwards comments were made from the floor. (Attachment A)

10. AFFILIATE MATTERS

President Costa introduced the affiliate from Canada. Ruud Gorter read a statement from his Netherlands-Flemish group who are seeking affiliate status. Marcia Knoll (NV) moved to accept the application of the Netherlands-Flemish group as an affiliate and Thelma Spencer (NJ) seconded the motion. MOTION CARRIED.
11. DIRECTOR FOR CURRICULUM/TECHNOLOGY CENTER

Dr. Cawelti discussed the employment search for the new position. One question from the floor was asked regarding the input of assessment of the technology center by the board.

12. PUBLICATION OF NATIONAL STANDARDS FOR PERSONNEL EVALUATION

Phil Hosford presented information on a new publication on standards for evaluating personnel. He represented ASCD in the development of the material.

Announcements followed:

a. ASCD will move into the new headquarters building the week of April 1-7.

b. Executive Council will meet immediately following board meeting to vote on Nominations Committee.

c. Board of Directors will reconvene to adopt resolutions for a quorum vote.

d. President Costa recognized retiring Executive Council members for their time dedicated to ASCD. Those recognized were: Marcia Knoll, Denice Clyne, Stephanie Marshall, and Corrine Hill.

Meeting adjourned at 3:35 p.m.

Monday, March 13, 1989

President Costa called the meeting to order at 5:30 p.m.

1. RESOLUTIONS

President Costa asked for a motion to approve the resolutions as set in the business meeting held just prior to the board meeting.

Bob Valiant (WA) moved to recommend the acceptance of the 1989 amended resolutions passed during the business meeting. Bob Garmston (CA) seconded the motion. RECOMMENDATION PASSED.
2. EXECUTIVE COUNCIL REPORT ON 1990 NOMINATING COMMITTEE MEMBERS

The Executive Council selected the following Nominating Committee members to serve with those selected by the Board of Directors:

- Don McDermott (AK)
- Jim Barchek (WA)
- Frances Jones (NC)
- James Montgomery (IL)
- Kay Awalet (TN)

Alternatives:
- Jack Boboff (NM)
- Merrell Hansen (VT)

The meeting was adjourned at 5:38 p.m.
ASCD VALUES

The purpose of education in a free society is to develop the capabilities of each learner to be a contributing citizen and to accomplish his or her own goals. In accord with this purpose, ASCD's mission is to develop leadership for quality education for all students. ASCD believes that students are more likely to receive a high quality education when the learning environment reflects these values and beliefs:

1. **Balanced Curriculum.** All students are entitled to a quality education reflecting balance among the domains of knowledge, the demands of society, and the needs of individual learners.

2. **Self Direction.** Because self determination is basic to a free society, teachers should help students take increasing responsibility for their own education, and supervisors should encourage those they supervise to take responsibility for their own professional growth.

3. **Leadership.** Capable leaders enable members of their organizations to fulfill group goals with pride and satisfaction.

4. **Collaboration.** Educators should assist one another in a continuing quest for professional growth.

5. **Equity.** Fair and equal treatment of all groups and individuals in an essential condition of a just society.

6. **Cultural Pluralism.** Cultural diversity in schools and in school curriculums prepares students for life in our culturally diverse society.

7. **Global Education.** Students must understand that the world's peoples are increasingly interdependent for their survival.

8. **Social Justice.** Because the future of our nation depends on the initiative and commitment of citizens, schools must instill in their students a sense of social responsibility.

9. **Education for Democracy.** Schools should model democratic values and practices.

10. **Thoughtful Learning.** Because our complex society requires people with well-developed intellectual skills, learning experiences should stimulate students to think.

February 1989
Ronald S. Brandt
ATTACHMENTS

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

MEETINGS SCHEDULE

<table>
<thead>
<tr>
<th>Executive Council</th>
<th>Thursday, March 9</th>
<th>Peabody/Convention Level/Gulf</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8:00 am - 5:00 pm</td>
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<tr>
<td></td>
<td>Tuesday, March 14</td>
<td>Peabody/Mezzanine Level/Peabody Boardroom</td>
</tr>
<tr>
<td></td>
<td>1:00 pm - 3:00 pm</td>
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</tr>
<tr>
<td>Board of Directors</td>
<td>Friday, March 10</td>
<td>Peabody/Convention Level/Plaza International - E</td>
</tr>
<tr>
<td></td>
<td>8:00 am - 5:00 pm</td>
<td></td>
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<tr>
<td></td>
<td>Tuesday, March 14</td>
<td>Convention Center 1st Floor/8-C</td>
</tr>
<tr>
<td></td>
<td>8:00 am - 9:00 am</td>
<td></td>
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<tr>
<td>Business</td>
<td>Monday, March 13</td>
<td>Convention Center 1st Floor/Hall D</td>
</tr>
<tr>
<td></td>
<td>3:00 pm - 5:00 pm (if needed, Board of Directors)</td>
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1988 NATIONAL ELECTION RESULTS

President-Elect
Donna Jean Carter
ESC
6170 Cornerstone Ct., East
Suite 300
San Diego, CA 92121-3710
(619) 587-0087

Executive Council Member
Dolahes R. Greene
Assistant Supt. for Elementary Education
Richmond Public Schools
301 N. Ninth Street
Richmond, VA 23219
(804) 780-7716

Members-At-Large to the ASCD Board of Directors
Phyllis J. Hobson
Director, Parental Involvement Programs
DC Public Schools
Lenox Administration Building
5th and G Streets, SE
Washington, DC 20003
(202) 724-2199

Alex Molnar
Prof., Dept. of Curriculum and Instruction
University of Wisconsin - Milwaukee
Milwaukee, WI 53201
(414) 229-4592

Elizabeth C. Turpin
Principal
Lansing School District
3119 Stoneleigh
Lansing, MI 48910
(517) 887-3111

Beverly M. Taylor
Dir. of Professional Growth
Curr. Design for Excellence, Inc
P.O. Box 4505
Oak Brook, IL 60522
(312) 852-8863

Susan E. Spangler
Director of Elementary Curriculum
Millard Public Schools
1010 South 144th Street
Omaha, NE 68154
(402) 691-1314

Review Council Member
Carolyn S. Hughes
Assistant Supt., Curriculum & Program Development
Oklahoma City Public Schools
900 North Klein
Oklahoma City, OK 73106
(405) 272-5540
1988 BOARD OF DIRECTORS' ELECTION RESULTS

Executive Council

Francine Delany
Supervisor, Elementary Education
Asheville City Schools
P.O. Box 7347
Asheville, NC 28802
(704) 255-5314

Arthur D. Roberts
Professor of Education
University of Connecticut
School of Education, U-33
249 Glenbrook Road
Storrs, CT 06268
(203) 429-1938
ITEM: Executive Council # 2
FROM: Gordon Cawelti
ACTION REQUESTED: Approve recommended COLA increase for FY 90
BACKGROUND: The salary administration plan normally features an annual cost of living increase in the base plan plus funds for moving employees along the six steps between the entry and maximum rates. The council approved objective of the salary plan is to remain at the mid-point in terms of competitiveness with other non-profit associations in the metropolitan DC area. Our analysis suggests we are slightly above this point in our salary plan, and therefore, I am recommending that we only provide a 5% adjustment in the base plan for this year. The attached document shows you the current and recommended change for FY 90.

ACTION TAKEN:
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

1988-89 Salary Structure
(Effective 9/1/88 - 8/31/89)

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<tr>
<th>Salary Grade</th>
<th>Entry Rate</th>
<th>Maximum Rate</th>
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<tr>
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<td>64.5</td>
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<tr>
<td>9</td>
<td>42.8</td>
<td>53.6</td>
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<td>8</td>
<td>35.8</td>
<td>44.7</td>
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<tr>
<td>7</td>
<td>30.0</td>
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<tr>
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<td>17.4</td>
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<tr>
<td>1</td>
<td>12.6</td>
<td>15.0</td>
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1989-90 Proposed Salary Structure
(Effective 9/1/89 - 8/31/90)

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<th>Salary Grade</th>
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<th>Maximum Rate</th>
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</thead>
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<td>$102.2</td>
<td>$127.8</td>
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<td>11</td>
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<td>18.3</td>
</tr>
<tr>
<td>1</td>
<td>13.2</td>
<td>15.8</td>
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ITEM: Executive Council # 2a
Board of Directors #11

FROM: Gordon Cawelti

ACTION REQUESTED: For information only

RELATED INFORMATION: Our plan is to advertise nationally for the Director position in March and attempt to make a decision in June. Officers will be involved in interviewing finalists and council will act on the appointment. Starting time to be negotiated but as early as possible. See attached documents.
ITEM: Curriculum Technology Resource Center

FROM: Gordon Cawelti

ACTION REQUESTED: Approve revised mission statement and activities for CIRC

SUPPLEMENTARY INFORMATION:

Both the Board of Directors and Executive Council have previously authorized the establishment of the CIRC. The council deliberated one year ago on the mission and activities and forwarded their work on to the Board of Directors for their input. This document reflects final suggestions made at the last meeting of the Executive Council.

RECOMMENDATION:

Mission: "To identify issues, trends, and needs in the fields of curriculum and technology and serve as a catalyst for developing local leadership in decision-making and in helping shape a constructive state and national agenda for curriculum improvement."

Activities: Provide service to members by:

1. Undertaking projects to systematically describe and evaluate curriculum materials and programs for dissemination to members.

2. Provide training to increase leadership skills in curriculum development.

3. Identify key trends and issues for policy analysis to be used in providing leadership at the local, state and national level in designing and implementing curriculum appropriate to student needs.

4. Assuring that the contribution educational technology can make to teaching and learning be incorporated into all appropriate phases of CIRC and association activity.

5. Providing balanced attention to curriculum content, teaching, and assessment issues in services provided to members.

6. Assist in helping members remain abreast of advances in all phases of educational technology and provide leadership in stimulating effective use of such technology.
The Director of the Curriculum Technology Resource Center is a newly established position requiring a strong leader to carry out the mission of identifying issues, trends, and needs in the fields of curriculum and technology and developing a program of service to ASCD's 118,000 members. The center will undertake projects to systematically describe and evaluate curriculum materials and programs for dissemination to members; help provide training to increase skills in curriculum development and use of technology; identify key trends and issues for policy analysis to be used in providing leadership at the local, state, and national levels; provide leadership in helping with such issues as content selection and improved assessment of achievement in the various subject fields. Will supervise staff of three persons initially.

Starting Date       June, 1989 (negotiable)
Salary             $ 54,200

Qualifications     Doctorate degree; minimum of eight years of related work experience in curriculum and instruction; knowledge of and experience with educational technology; demonstrated ability as team leader.

Send (1) letter summarizing qualifications and interest, (2) university placement file, and (3) resume including three recent references to: (April 15 is deadline for submitting applications)

Gordon Cawelti, Executive Director
Assn. for Supervision and Curriculum Development
125 N. West Street
Alexandria, VA 22314
Item: Executive Council 3  
Board of Directors #5

FROM: John Bralove, Administrative Services

ACTION REQUESTED: AUTHORIZE for transmittal to the Board of Directors recommendation to continue with Ribis & Associates as ASCD external auditors for FY 1989.

SUPPLEMENTARY INFORMATION: Ribis & Associates have been ASCD's auditors since 1979.

RELATED DOCUMENTS: none

ACTION TAKEN:
Item: Executive Council 3

FROM: John Bralove, Administrative Services


SUPPLEMENTARY INFORMATION: none

RELATED DOCUMENTS: Schedule of Budget Overages

ACTION TAKEN:
<table>
<thead>
<tr>
<th>Account</th>
<th>FY 1989 Budget</th>
<th>FY 1989 Estimate</th>
<th>Variance</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>Comprehensive books</td>
<td>$330,000</td>
<td>$445,000</td>
<td>$115,000</td>
<td>Discipline book used half of budget.</td>
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<td>Reprints</td>
<td>65,000</td>
<td>90,000</td>
<td>25,000</td>
<td>Some best sellers needed to be reprinted.</td>
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<tr>
<td>Update</td>
<td>228,000</td>
<td>255,000</td>
<td>27,000</td>
<td>Two issues larger than budgeted.</td>
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<td>Art supplies and other</td>
<td>6,000</td>
<td>11,000</td>
<td>5,000</td>
<td>Reprint of faulty newsletter.</td>
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<tr>
<td>Membership marketing</td>
<td>1,280,000</td>
<td>1,485,000</td>
<td>205,000</td>
<td>More effective lists found.</td>
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<tr>
<td>Videotape marketing</td>
<td>235,000</td>
<td>305,000</td>
<td>70,000</td>
<td>Additional marketing returns from $7 to $10 for every $1 spent.</td>
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<td>Exhibit - Ann. Conf.</td>
<td>4,000</td>
<td>14,000</td>
<td>10,000</td>
<td>More staff needed for booth; no longer charged to Ann. Conf.</td>
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<td>Conf. Plan. Comm.</td>
<td>6,500</td>
<td>9,000</td>
<td>2,500</td>
<td>15 members of committee participated.</td>
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<td>Evaluation</td>
<td>2,000</td>
<td>3,000</td>
<td>1,000</td>
<td>Error in original budget.</td>
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<td>Executive Council</td>
<td>39,000</td>
<td>48,000</td>
<td>9,000</td>
<td>Germany trip more costly than expected.</td>
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<td>Election tallying</td>
<td>5,500</td>
<td>6,500</td>
<td>1,000</td>
<td>Reprogramming required.</td>
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<td>Public information</td>
<td>3,000</td>
<td>5,000</td>
<td>2,000</td>
<td>Software programming not anticipated.</td>
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<td>Aff. Advisory Comm.</td>
<td>5,000</td>
<td>6,200</td>
<td>1,200</td>
<td>Extra day added.</td>
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<td>Hospitalization</td>
<td>227,000</td>
<td>273,000</td>
<td>46,000</td>
<td>20%-30% increase expected in April.</td>
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<td>Account</td>
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<td>FY 1989 Estimate</td>
<td>Variance</td>
<td>Explanation</td>
</tr>
<tr>
<td>----------------------</td>
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<td>------------------</td>
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<td>--------------------------------------------------</td>
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<tr>
<td>Mortgage interest</td>
<td>$119,000</td>
<td>$251,000</td>
<td>$132,000</td>
<td>Loan amount and interest rate higher on new bldg.</td>
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<td>Office insurance</td>
<td>27,000</td>
<td>33,000</td>
<td>6,000</td>
<td>Increase in premium on larger building.</td>
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<td>Real estate taxes</td>
<td>31,000</td>
<td>35,000</td>
<td>4,000</td>
<td>Taxes on new building higher.</td>
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<tr>
<td>Legal and audit</td>
<td>30,000</td>
<td>36,000</td>
<td>6,000</td>
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<td>8,000</td>
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<td>22,000</td>
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<td>Need for temporary help until move to new bldg.</td>
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<td>3,500</td>
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<td>Dues &amp; subscriptions</td>
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$2,739,500 $3,478,700 $739,200
Item: Executive Council 3

FROM: John Bralove, Administrative Services

ACTION REQUESTED: AUTHORIZE for transmittal to the Board of Directors the preliminary estimate of FY 1990 budget including a dues increase of $6.00 for comprehensive members (to $59) and $3.00 for regular members (to $46) to become effective September 1, 1989.

SUPPLEMENTARY INFORMATION: 1) Last dues increase was three years ago (effective 9/1/86) and was $5 for both comprehensive and regular members.

2) Inflation currently accounts for over $600,000 in additional expenses from one year to the next. In other words, income must increase by $600,000 just to offset inflationary increases.

3) The Executive Council has mandated that reserves be built to a level of three months' worth of expenses and that a reserve be budgeted each year in the amount of $200,000. Current reserves total $2.8 million and need to be approximately $3.4 million to have three months' expenses in reserves.

4) Between 1981 and 1983, dues accounted for 54% of total income. Since 1984, dues have accounted for only 42% of income. There is a need to restore that balance at around 50% in order to assure that members pay a fair share of the services they receive.

5) Recent expansion of services, namely "Update," the Curriculum Technology Resource Center, public relations, additional affiliate services, and the addition of a video producer, coupled with the move to a larger building and the addition of a new computer system, suggest that a dues increase is warranted.

6) The differential between comprehensive and regular membership has remained that same for over twenty years. Books have become larger and more expensive, and it is necessary for comprehensive members to bear a greater proportion of the dues. (Hence the recommendation that dues be increased $6 for comprehensive members and $3 for regular members.)

RELATED DOCUMENTS: Financial statements - FY 1989 Estimated Actual and FY 1990 Budget

ACTION TAKEN:
Item: Executive Council 3
Board of Directors #4

FROM: John Bralove, Administrative Services

ACTION REQUESTED: AUTHORIZE the purchase of 1250 N. Pitt Street and RECOMMEND to the Board of Directors by approving a resolution that will be distributed at the meeting. (It is currently being drafted by the attorneys and will not be available for distribution with these materials.)

SUPPLEMENTARY INFORMATION: This action is suggested by our attorneys to satisfy the various institutions and authorities involved in the purchase and financing of the new headquarters building.

RELATED DOCUMENTS: 1. Report on Purchase of New Headquarters Building; 2) Resolution drafted by the attorneys (to be distributed at meeting).

ACTION TAKEN:
Earlier in the year, ASCD contracted to purchase a new headquarters building at 1250 North Pitt Street, approximately one mile from the present location. This is an architectural award-winning building of 31,600 square feet on five levels. Situated in a mainly residential setting and close to two major hotels, it is part of a planned four-building campus complex, of which two have been constructed.

The purchase price is $4,925,000 and includes the rights to 56 parking spaces. An additional $400,000 is earmarked to be spent for essential upgrades over and above the building standards (such as additional electrical wiring for computers and other equipment) and a security/alarm system. The interior is now being constructed to our needs and specifications.

The association applied for an Industrial Revenue Bond in the amount of $3,940,000 through the City of Alexandria and Central Fidelity Bank of Virginia to finance 80% of the purchase price. The interest rate will be 8.5%. The City Council of Alexandria approved this financing on February 14 and closing and transfer of title is scheduled for March 17.

1250 North Pitt is 75% larger than our existing building. It contains space for the new Curriculum Technology Resource Center offices and resource center. It has more meeting room space, including a room that will accommodate over ninety people theatre style. It will also house a larger stock room and separate copier room. In addition, staff can be expanded by over 40% without crowding.

The difference in the purchase price and the amount financed plus the upgrades and settlement fees will be paid from ASCD reserves. These reserves will be restored as soon as the current headquarters building is sold. 125 North West Street is listed for sale for $3.3 million. Although no contracts have been received, there has been a fair degree of interest shown. The townhouses adjacent to the building will be sold separately or as part of a package, depending on the needs of any prospective buyer of the office building.

Finally, the developer of 1250 North Pitt will reimburse ASCD $10,000 per month for every month that 125 North West goes unsold for up to six months. In addition, the developer will pay one-half of the commission on the sale of 125 North West up to $50,000.
1989 PROPOSED RESOLUTIONS
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

CRITICAL PRIORITY RESOLUTIONS
ENDORSED BY RESOLUTIONS COMMITTEE

1. Resolution on Moral Education

Students today are expected to address moral issues in their own lives and fulfill the moral responsibilities of citizenship. Educators are being urged to teach justice, altruism, diligence and respect for human dignity. These are universal values drawn from and supported by both religious and secular traditions. If moral education is to go beyond simply knowing what is good, it must also involve loving what is good and doing what is good.

ASCD urges that the formulation of moral maturity become a strong, unifying theme within schools. ASCD recommends that the efforts of schools go beyond the cognitive domain to include the affective and the behavioral. Educators should promote support for moral education among professional and community constituencies, and gain their assistance in this endeavor.

2. Curriculum Alignment

Currently, little congruence exists among curricular goals, teaching and testing. In some instances, limited forms of testing and test score comparison of individual schools and school districts determine curricular goals and teaching. The isolated use of sophisticated technology and faculty/administrative tactics to raise test scores over-emphasizes one aspect of curriculum alignment.
The prioritization of goals and curriculum as the determining force for selecting teaching strategies, instructional materials, and assessment of student progress promotes equity, effectiveness, and efficiency in teaching and learning.

ASCD urges all schools to involve staff and community members to define curricular goals first and provide/support/encourage/match a variety of teaching materials and strategies to accomplish these goals. Then to evaluate these goals, schools need to develop and use a variety of assessment, performance, and achievement instruments and strategies. These steps will result in the curriculum being aligned.

3. Restructuring of Schools

The traditionally structured school is out of step with a changing society. Current patterns and standards of governance, decision making, staffing, working conditions, and delivery of curriculum and instruction are being challenged as ineffective and out-of-date.

ASCD believes that the major purpose of restructured schools is improving student learning. It is critical that all members of the school community contribute to the vision and share in decisions affecting the delivery of instruction.

ASCD also believes in maximum school-level flexibility with specific responsibility for results. ASCD urges members to promote federal, state, and local policies and statutes that remove barriers to new patterns of organization.

ASCD also supports the establishment and monitoring of standards by the teaching profession.

4. Artistry in Teaching

During the past decade, much attention has been focused on instructional techniques that enhance teaching as a craft. Such a focus tends to create an imbalance in emphasis since artistic dimensions of teaching are often neglected.

A growing body of literature recognizes the existence and importance of Artistry in Teaching. Artistry involves the attainment of lofty, multiple aims in creative and skillful ways. Artistry in Teaching requires intuition, inventiveness, spontaneity, and a sense of timing beyond routine performance of prescribed behaviors. Although the elements of artistry may not be
taught as easily as the elements of craft, they can be developed and strengthened during practice teaching, induction, and continuing professional development.

ASCD should provide leadership to ensure that attention is given to both artistry and craft in the recruitment, preservice training, induction, retention, performance appraisal, supervision, and staff development of teachers.

5. **Purpose of Education in Modern Society**

American education has been criticized in several recent reports for failing to teach fundamental facts in the content areas. Some authors have called for the specification of a common core of knowledge for all students.

Dialogue between scholars and practitioners is needed to clarify the purposes of education in modern society and to determine if a common core curriculum is feasible and desirable.

ASCD should explore ways of providing leadership, vision, and practical assistance to educators in deciding what knowledge is of primary importance, while continuing to emphasize the importance of ensuring a balance in the curriculum.

6. **Effective Teaching Strategies**

Various effective teaching strategies are currently being implemented by classroom teachers. Research findings on the effects of teaching have not justified the identification of any one of these strategies as the single model or theory of effective teaching to be used as an exclusive prescription for classroom practice.

In order for classroom and school instruction to improve, supervision programs should assist teachers and other school leaders to utilize the best researched practices and to develop a variety of alternative instructional models.

ASCD encourages educators to promote those models which stand the test of sound theory, research, and professional wisdom.
7. Teacher Recruitment and Retention

Public schools increasingly are faced with a shortage of qualified teachers. In recent years, students have not been choosing teaching as a profession. The reasons are complex and often subjective.

Recruitment and retention of qualified teachers are of critical importance for schools. The core of education, the teaching/learning process, will be adversely affected without qualified teachers.

ASCD urges support for research activities and pilot projects that feature different models of pre-service and inservice training in instructional skills and classroom management. The Association encourages the active involvement of governmental agencies, private enterprises, and teacher training institutions to provide incentive programs and partnerships to foster the image of the teaching profession.

8. Instructional Technology

The technological environment of most schools does not compare favorably with other areas of society. The need to weave technology into the fiber of instruction continues to grow more critical as we approach the 21st century.

Technology not only provides the tools for economic competition, but offers new ways to enhance our creative lives. It offers tools and resources that can contribute to solving many of the issues faced by the Nation's schools. Instructional technology should be considered in connection with information and communication technologies.

ASCD encourages activities and alliances with other professional associations in an effort to expand the knowledge and application of instructional, informational, and communication technologies.

9. Integration of Visual and Performing Arts in Curriculum

With recent focus on specific subject matter, academic achievement and a series of reform efforts/movements that emphasize raising test scores and graduation requirements, a balance of curriculum offerings is not being maintained.
Dance, drama, music and the visual and performing arts are disciplines with aesthetic, perceptual, creative, and intellectual dimensions. They foster students' abilities to create, experience, analyze, and reorganize; thereby encouraging intuitive and emotional responses. The arts can increase self-discipline and motivation, contribute to a positive self-image, provide an acceptable outlet for emotions, and help to develop creative and intuitive thinking processes not always inherent in other academic disciplines.

ASCD supports the concept that arts education is essential in a balanced curriculum and urges educators to include the visual and performing arts at all appropriate levels of education. The Association encourages educators to explore opportunities to integrate the arts in an interdisciplinary approach to education.

10. Student as Community Member

There has been a tendency to view student learning and activity within the school as the only preparation for real life. Such isolation from the responsibilities for community life is in conflict with the social and physical maturation of young people. Mobile and fragmented families are not able to offer the intergenerational activities that have traditionally taught such responsibilities within a family setting.

Acceptance of responsibility for others, as well as for self, should be a goal for students during their school years.

ASCD urges schools to explore student learning activities for developing roles of genuine involvement in community responsibility in areas such as: child care, senior citizens, government, and other projects of local need.
TO: ASCD Executive Council
FROM: Donna Delph, Review Council
DATE: February 14, 1989
RE: ASCD's Progress on NCATE Approval of Proposed Specialty Area Standards

As a result of the NCATE redesign, ASCD is proposing new specialty area standards in curriculum, instruction, and supervision/leadership. Committees composed of ASCD members were convened to develop guidelines and standards in each of these areas. Draft documents generated by the committees now need to be put into a standard format, reviewed by appropriate individuals, revised in response to member comments, and presented to the Executive Council for approval.

I have agreed to coordinate this NCATE effort during my sabbatical leave and plan to have the proposed standards ready for presentation to NCATE in September, 1989. In the intervening months, with the help of the committee chairs, and ASCD staff, I will:

* revise the committee drafts to a standard format.

* return the complete set of second drafts to you for your comments.

* have the second drafts reviewed by ASCD members including representatives of the Curriculum Teachers Network, Council of Professors of Instructional Supervision, and Professors of Curriculum.

* revise the drafts again based on member comments.

* present the final draft to the ASCD Executive Council for their approval.

* develop ASCD's presentation to NCATE.

Thank you.

DD/jlm

cc: Gordon Cawelti
    Diane Berreth
REQUEST FOR AFFILIATION

Date: 15/11/1989

Proposed Affiliate Name: Nederlands Vlaamse ASCD (NVASC)

Applicant's Name: Drs. R. J. Gorter

Applicant's Address: Pla NOORDEINDE 94A, 2514 GM The Hague, The Netherlands

Applicant's Phone: 31-70-624581

On behalf of the Executive Council of NVASC 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]

[Date] January 15th, 1989

Supporting Materials Checklist

☑ Proposed constitution which is consistent with that of the national Association
☑ Membership requirements
☑ Proposed program
☑ List of active officers (pro-tem)
ITEM: Executive Council Item # 8

FROM: Art Costa

ACTION REQUESTED: Take action endorsing NEA's Learning Laboratories Initiative ... requested by Mary Futrell

RELATED INFORMATION: To be provided by Art
January 17, 1989

Mary Hatwood Futrell  
National Education Association  
1201 16th Street N.W.  
Washington, DC 20036-3290

Dear Mary,

Thank you for your letter of November 14th inviting ASCD to endorse NEA's Learning Laboratories Initiative. We, too, are very interested in restructured schools where democratic principles and participation are manifest at all levels of decision making by all participants—students, teachers, administrators, board members and the community.

ASCD has also embarked on a similar five year project with our network of restructured schools and have several programs and publications to assist our members. We have been in touch with Dr. Robert McClure who has given us valuable insight into your M.I.L. project.

Because your request for endorsement is valued so highly, I wish to bring your letter to the attention of our director, Gordon Cawelti, and our President-Elect, Patricia Conran. I shall request it be placed as an item on our Executive Council meeting in March so that a formal endorsement may be made.

I look forward to working together for this common cause and shall search for even more ways we can collaborate for improved education for our youth.

Sincerely,

Arthur L. Costa  
President, ASCD
ITEM: NCSI/NTC Schedule
    Executive Council #10
FROM: Cynthia Warger

ACTION REQUESTED: For review

SUPPLEMENTAL INFORMATION:

RELATIONSHIP TO ASCD GOALS/FIVE-YEAR PLAN:

RELATED DOCUMENTS:

attached
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<td>(10) Developing Useful Curriculum Guides</td>
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<td>(11) &quot;Wingspread&quot; on Thinking Skills</td>
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<td>TBA</td>
<td>Satellite Broadcast &quot;Peer Coaching&quot;</td>
<td>San Antonio</td>
<td>TBA</td>
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</tbody>
</table>

Minneapolis - Summer Series - June 25-27, 1990
(All summer series are in 1-day formats)

(51) - Training District-Based Trainers           Bailey
(51a) - Presentation Skills                      Bailey
(52) -Mastery Learning

(53) -Evaluating Staff Development

(53a) -Change Strategies for Staff Development

(53b) -Teacher Professional Development Models

(54) -School Based Staff Development

(55) -Intervention Strategies for At-Risk

(56) -Academically at risk (could also do 1-day on coordinating programs)

(57) -Developing Student-Assistance Programs (could also do 1-day on curriculum)

(58) -Using Curric to Involve Parents

(59) -Designing District-Wide At Risk Programs

Vail - Summer Series- July 9-11, 1990
(All summer series are in 1-day formats)

(60) -Reading Styles

(61) -Integrating Instructional Strategies

(61a) -Developing Learner Responsibility

(62) -Cognitive Instruction in language arts

(62a) -Whole Language

(63) -Writing Across the Content Areas

(64) -Site Based Management
(65) - Administrator Restructuring

(66) - New Roles for Teachers

(66a) - Leadership Teams

(67) - Moral Education

(68) - Skillful Teacher Training

Williamsburg - Summer Series - July 18-20, 1990
(All summer series are in 1-day formats)

(69) - Discipline

(70) - Peer Tutoring/Cross Age Coaching

(71) - Reciprocal Teaching

(72) - Conferencing & Observation Skills

(73) - Administrative Team Building

(74) - Implementing Building/District based Supervision Programs

(75) - Evaluating the Effectiveness of Instructional Programs

(76) - Writing for Publication

(77) - Styles

(78) - Cooperative Learning

(78a) - Models of Teaching

Liebowitz

Howey/Zimpher

Howey/Zimpher

Ryan/Beane

Thompson

Coloroso

TBA

TBA

Chatmon

Miller/Young

Sweeney

TBA

Brandt/Meek

Hodges

Bennett/Rolheiser

Bennett/Rolheiser
San Francisco - Summer Series - July 25-27, 1990
(All summer series are in 1-day formats)

(79) -Motivation
(80) -Integrating Cooperative Learning and Cognitive
     Instruction
(80a) -Planning Thinking Skills
(81) -Cooperative Learning
(82) -Connections
(83) -Gifted Curriculum
(84) -Integrating Elementary Curriculum
(85) -Whole Language
(86) -Curriculum Development
(87) -Curriculum Alignment
(88) -Study Skills
(89) -OBE

Leadership Retreat:

(91) Early Childhood: Day, Gillo, Katz - Aug 8-10
NTC-1990

1) How Effective Instructional Leaders Get Results  
   DuFour/Eaker

2) Dimensions (New Program) July 9-13  
   Marzano

3) Curriculum Showcase  
   TBA

4) Coaching Skills  
   Wolfe/Robbins

5) Instructional Strategy Showcase  
   TBA

6) Developing Teacher Leadership Skills  
   Robbins/Miller

7) Teacher Appraisal and Evaluation  
   Manatt+

8) TBA  
   TBA

9) Supervision (June 25-29)  
   Costa

10) Elements of Effective Instruction  
    Bates/Wells/Stowkowski
ITEM: Executive Council Item # 11
Board of Directors Item #9

FROM: Gordon Cawelti

ACTION REQUESTED: Roundtable discussion recording suggestions for changes to be used by Executive Council and staff at June meeting.

BACKGROUND INFORMATION: These statements come after an initial formulation at a council retreat last June, further staff review and another session at the October council meeting, and editing by Ron Brandt.

The statements are expected to be used for program decisions and in issuing association statements in the future.
ASCD VALUES

The purpose of education in a free society is to develop the capabilities of each learner to be a contributing citizen and to accomplish his or her own goals. In accord with this purpose, ASCD's mission is to develop leadership for quality education for all students. ASCD believes that students are more likely to receive a high quality education when the learning environment reflects these values and beliefs:

1. Balanced Curriculum. All students are entitled to a quality education reflecting balance among the domains of knowledge, the demands of society, and the needs of individual learners.

2. Self Direction. Because self determination is basic to a free society, teachers should help students take increasing responsibility for their own education, and supervisors should encourage those they supervise to take responsibility for their own professional growth.

3. Leadership. Capable leaders enable members of their organizations to fulfill group goals with pride and satisfaction.

4. Collaboration. Educators should assist one another in a continuing quest for professional growth.

5. Equity. Fair and equal treatment of all groups and individuals in an essential condition of a just society.

6. Cultural Pluralism. Cultural diversity in schools and in school curriculums prepares students for life in our culturally diverse society.

7. Global Education. Students must understand that the world's peoples are increasingly interdependent for their survival.

8. Social Justice. Because the future of our nation depends on the initiative and commitment of citizens, schools must instill in their students a sense of social responsibility.

9. Education for Democracy. Schools should model democratic values and practices.

10. Thoughtful Learning. Because our complex society requires people with well-developed intellectual skills, learning experiences should stimulate students to think.

February 1989
Ronald S. Brandt
ITEM: 12
Resolutions Committee Appointments

FROM: Patricia Conran, ASCD President-Elect

ACTION REQUIRED: Appoint two committee members and committee chair.

SUPPLEMENTARY INFORMATION: The terms of Robert Crumpton, MN, and Virginia Sorenson, MI, expire March, 1989. Consideration in new appointments should be given to members from the midwest and to female and minority members.


RELATIONSHIP TO ASCD GOALS AND STRATEGIC PLAN:

RELATED DOCUMENTS: n/a

ACTION TAKEN:
ITEM: 13  
Networks Advisory Committee Appointments

FROM: Patricia Conran, ASCD President-Elect

ACTION REQUIRED: Appoint one committee member and committee chair.

SUPPLEMENTARY ACTION: The term of Art Roberts, CT, expires in March, 1989. Consideration in new appointments should be given to members from the west and to minority members.


RELATIONSHIP TO ASCD GOALS AND STRATEGIC PLAN:

RELATED DOCUMENTS: n/a

ACTION TAKEN:
ITEM: 14
Affiliate Advisory Committee Appointments

FROM: Patricia Conran, ASCD President-Elect and
Diane Berreth, Director of Field Services

ACTION REQUESTED: Appoint three committee members, one
committee chair, and the Executive Council liaison.

SUPPLEMENTARY INFORMATION: Affiliate Advisory Committee
members are selected from affiliate secretaries and former
affiliate presidents. The terms of Irving Ouellette, ME, chair,
Barbara Diven, IL, and Dale Linebarger, WA, expire
in March, 1989. Consideration in new appointments should be
given to midwestern, female, and minority members.

The executive council liaison is appointed for a one-year
term. It is ASCD policy that the liaison be the incoming
ASCD president-elect.

RELATIONSHIP TO ASCD GOALS AND STRATEGIC PLAN:

RELATED DOCUMENTS: n/a

ACTION TAKEN:
ITEM: 18

FROM: Mikki Terry, Manager, Annual Conference

ACTION REQUESTED: Approval of 1990 Conference Theme

RELATED DOCUMENTS: Attached Theme and Supporting Strands
DESIGNING RESPONSIVE SCHOOLS FOR A CHANGING WORLD

I. Restructuring Learning Environments

How should functions and roles of the schools be structured to achieve the most productive teaching of tomorrow's global citizens? What kinds of partnerships between those in and outside schools will best serve students' total development? How are technology and other resources supporting restructuring efforts?

II. What's Worth Knowing?

What kinds of literacy should learners possess in a world in which knowledge is expanding and work requirements are continually changing? What do they need to know about their environments, both local and global? What values are essential for living harmoniously? In addition to problem-solving and technological skills, what competencies to deal with stress, conflict, and change are necessary? How can interdisciplinary approaches and curriculum balance be incorporated? What are the issues and dilemmas that should be addressed in making decisions about the curriculum?

III. Children in Crisis

What is the role of the school and other social institutions in responding to the social, psychological, or physical problems confronting children and young people? How do culture, race, gender and socioeconomic class affect these problems? What are the understandings and skills that professionals need to bring to the process of working with children in crisis?

IV. Leadership for Responsible Change

What leadership strategies should be employed to initiate and develop change that improves the quality of schooling and develops students who are knowledgeable of and oriented to the community and the world? What qualities of leadership are needed to build skills in areas such as conflict resolution, team building, consensus building, and maximizing human potential? How can leadership affect or direct policy decisions? How can collaboration with external groups support responsible change?

V. World Promises and Challenges

What are the ideas and strategies that nurture the interrelatedness of cultures and nations? How can a functional level of cultural understanding be developed among educators and students of all nations to provide mutual support as challenges emerge? How can American students learn with and through students of other nations and cultures? How should the urgency of world events and conditions impel educators to reorder schooling priorities?
VI. **Supervision: Collaborating for Growth**

How can supervisory policies, programs, and practices promote teacher growth and development, particularly that which is self-directed? How can teacher preparation and supervisory processes increase teachers' authority, responsibility, and commitment to improved teaching and learning?

**NOTE:** The Conference Planning Committee encourages presenters to describe ways in which computers and other new technology are being or can be used to promote and support the realization of restructured schooling for a changing world.