ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

ANNUAL CONFERENCE

BOARD OF DIRECTORS MEETINGS

Friday, March 2, 1990
Monday, March 5, 1990
San Antonio, Texas
President Pat Conran called the meeting to order at 9:00 a.m. on Friday, March 2, 1990, at the Marriott Rivercenter. She introduced Stuart Rankin who was serving as the 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, Administrative Services; Ron Brandt, Executive Editor; Kathy Browne; Gordon Cavelti, Executive Director; Paula Delo, Manager of Public Information; Helene' Hodges, Director of Research & Information; Nikki Terry, Director of Professional Development.

1. APPROVAL OF PREVIOUS MINUTES

Steve Brown (AK) moved and Geraldine Johnson (MO) seconded to approve the minutes of the 1989 Board of Directors’ meeting. MOTION CARRIED.

2. ELECTION RESULTS

President Conran introduced the elected candidates in the 1989 election. The results of the election are:

Membership Election

President-Elect
Corrine Hill (UT)

Members-at-Large
Esther Fusco (NY)
Sandra Gray (MO)
David Jones, Jr. (TN)
Ina Logue (PA)
Judy Stevens (TX)

Review Council
Marcia Knoll (NY)

Executive Council Member
Edith Jensen (SC)

Board of Directors Election

Executive Council Members
David Robinson (AS)
Arthur Steller (OK)
3. BOARD ELECTION OF NOMINATING COMMITTEE

President Conran explained the nomination procedure of the 1991 committee and asked for nominations from the floor. Nominations were closed and a printed ballot was distributed.

The 1991 committee members elected are: Joan Kelley (DC), Deanna Winn (UT), Geraldine Johnson (MO), Scott Wegner (WY), and Ray McNulty (VT).

4. BUDGETARY AFFAIRS

Dr. Cawelti reviewed the FY 89 auditors' report which had been mailed out with the agenda materials. Denise Clyne (AK) moved and Bob Valiant (WA) seconded the motion to retain Ribis & Associates as the external auditors for ASCD in FY 90. MOTION CARRIED.

Dr. Cawelti discussed the first draft of the FY 91 budget which anticipates income in the amount of $15,322,000 and calls for a modest increase in fees for the annual conference and the National Study Curriculum Institute program. It was moved by Dick Harke (IL) and seconded by Robert Prickett (KY) to approve the preliminary estimate of the FY 91 budget. MOTION CARRIED. The Board of Directors will vote on a final revised version in August following the June authorization by the Executive Council.

5. RESOLUTIONS

Diane Berreth discussed the follow-up activities which have been carried on in response to the 1989 ASCD Resolutions. Ruben Ingram, chair of the 1990 Resolutions Committee, reported on improvements that have been developed for the resolutions process and briefly discussed those resolutions which have been submitted to the committee by the time of the conference.

6. REVIEW COUNCIL REPORT

Ben Ebersole, chair of the Review Council, presented the 1990 report. Barbara Jackson (DC) moved and Charles Patterson (TX) seconded the motion to receive the report. MOTION CARRIED.

7. ASCD VALUES STATEMENT AND ORGANIZATIONAL NORMS

The Board had previously participated in the development of values statements which are to be used as a basis for allocating resources in program matters and taking positions on issues. The Executive Council and staff had responded to the input of the Board members from last year and had adopted a revised version which are now presented to the Board for action. It was moved by Lu Kiser (IA) and seconded by Ann Shelly (WV) to adopt this set of values as official statements of the association. MOTION CARRIED. (See Attachment A)
8. AFFILIATES

The application of the first affiliate in the Far East was reviewed and it was recommended that Singapore be adopted as an official ASCD affiliate. Art Costa (CA) moved to accept Singapore as an affiliate and Bob Valiant (WA) seconded the motion. MOTION CARRIED

Mrs. Niva Dutt, representing the Singapore affiliate, presented a beautiful original watercolor of the city of Singapore as their contribution to ASCD headquarters.

Donald Kachur, presented the recommendations of the Joint Dues Solicitation Committee and recommended approval (see Attachment B). It was moved by Marian Schoenheit (NY) and seconded by Dick Brockman (AL) to approve the recommendations of the pilot study team. MOTION CARRIED.

9. UPDATE ON ASCD STRATEGIC PLAN

Dr. Cawelti pointed out that during the past year the Executive Council and staff have been at work on developing an updated version of ASCD's strategic plan. Members of the staff gave brief reports on activity in the current areas of focus of the association. The Board was asked to review the results of a survey of member views on a variety of current issues and engaged in round table discussions of these matters. They were then asked to rate seven issues that had been posed as potential areas of concentration during the next five year period. This was accomplished and the results will be used by the staff and council when they complete the plan in June. Board members were also given the opportunity to discuss particular issues of interest to them.

The Board was then asked to engage in discussion regarding the proficiency recognition project dealing with supervisory proficiencies. The first phase of this report has been completed with a literature search having been compiled by Ed Pajak of the University of Georgia. Members were asked to assess whether or not these were the essential areas of knowledge in supervision, whether they felt ASCD members would aspire toward professional certification, and whether or not they felt the association should proceed with the development of testing and training procedures.

Siegfried Ramler, chair of the ASCD Global/International Education Commission, made a recommendation which had been endorsed by the Executive Council, to establish global/international education as a focus area for ASCD. It was moved and seconded to approve this recommendation. MOTION CARRIED.

The Board of Directors adjourned at 4 p.m. for a reception hosted by the Annuity Life Insurance Company.
Monday, March 5, 1990

President Conran called the meeting to order.

RESOLUTIONS

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

It was moved and seconded to accept the 1990 amended resolutions passed during the business meeting. RECOMMENDATION PASSED.

EXECUTIVE COUNCIL REPORT ON 1991 NOMINATING COMMITTEE MEMBERS

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

Ray Mendez (TX)
Arnold Chandler (WI)
Gail Bateman (OR)
Ann Serafin (WV)
Aurelia Orr (LA)

Alternatives: Marge Chow (WA)
Don England (TN)
Beverly Bennett (TX)

Meeting adjourned.
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

ASCD VALUES

ASCD's mission is developing 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:

- **Balanced Curriculum.** We believe that all students should have a well-planned educational program with opportunities to study the full range of school subjects. A balanced program reflects the nature of knowledge, the needs and interests of individual learners, and the nature of society and the world.

- **Self Direction.** We believe that students should become responsible for their own learning. Schools should emphasize self discipline and teach students how to learn and how to think for themselves.

- **Leadership.** We believe that leaders make better decisions and achieve group and individual goals more fully by developing collective vision and practicing shared leadership. Many educational goals can best be achieved through collaboration.

- **Equity.** We believe that all individuals should be treated equitably. Schools should demonstrate, and foster in their students, respect for the dignity and worth of all persons.

- **Cultural Pluralism.** We believe that cultural diversity in schools and in the curriculum helps prepare students for life in our multicultural society and interdependent world.

- **Education for Democracy.** We believe that for democracy to survive, students must learn democratic values and practices. Educators should model democratic values and practices in their interaction with students.

- **Responsible Citizenship.** We believe that the future of our world depends on citizens who are well informed and willing to work for civic improvement. Schools should foster a sense of social responsibility in their students.

(Reflects amendments by Executive Council June 1989. Ron Brandt)
ASCD JOINT DUES SOLICITATION
PILOT STUDY

MARCH, 1990
SAN ANTONIO, TEXAS

JOINT DUES SOLICITATION PILOT STUDY TEAM:

DIANE BERRETH, ASCD
JOHN BRALOVE, ASCD
DON KACHUR, ILLINOIS ASCD
DALE LINEBARGER, WASHINGTON ASCD
INTRODUCTION

The ASCD Joint Dues Solicitation (JDS) Pilot Study was developed to explore a membership option recognizing the interrelated yet independent relationship between ASCD and the affiliates. JDS was seen as a means to encourage individuals to pay affiliate dues at the same time they paid ASCD dues.

For the Association, JDS created a cost efficient method to solicit memberships and renewals and demonstrate ASCD support of affiliate membership promotion. For affiliates, JDS provided a method of increasing membership at minimal cost.

A pilot study of JDS was recommended by the Affiliate Advisory Committee in March 1986 in response to a report requested by the Board of Directors in March 1985 on unified membership. Appointed to the JDS Pilot Study Team were:

Don Kachur, Executive Secretary, Illinois ASCD, Chair
Dale Linebarger, Executive Secretary, Washington ASCD and member of the Affiliate Advisory Committee
Diane Berreth, Director of Field Services, ASCD
John Bralove, Director of Administrative Services, ASCD

DESCRIPTION OF JDS PILOT STUDY

The JDS Pilot Study Team designed the study in December 1986. The original concept was to test JDS with both the membership recruitment process and the membership renewal process. It was decided that the purpose of the study was to answer these questions:

1. What is the effect of JDS on ASCD?
2. What is the effect of JDS on the participating affiliates?
3. What is the most effective and efficient means of implementing JDS?

The JDS Study Pilot Team developed a plan, timeline, and proposed budget and assigned responsibilities. Criteria were established for the selection of three to four affiliates to test the JDS idea.

The JDS pilot study was explained at the Affiliate Leadership Conference in May 1987. In June 1987, the ASCD Executive Council approved the membership renewal portion of the study only, and the study was modified for this single focus. The applications and selection criteria were mailed to each affiliate in June. Nine affiliates applied for the pilot study.
Four affiliates were selected in August 1987 to represent a cross-section of ASCD membership, membership management procedures, and geographical location. The four affiliates were California, Colorado, Illinois, and Maryland.

After some technical delays, the JDS pilot study began on August 1, 1988. It was decided to conduct the study for 17 months to gain the experience of two renewal cycles. The JDS pilot study was completed on December 31, 1989.

RESULTS OF THE PILOT STUDY

In December 1989, the four ASCD affiliates were mailed a questionnaire to summarize the effects of the JDS. A second questionnaire, completed by ASCD staff, addressed the effect of the JDS on ASCD. The results from the two surveys are summarized below.

AFFILIATE RESPONSES

Table I provides baseline data about each of the four affiliates participating in the pilot study. All four affiliates had a substantial number of ASCD members who were not affiliate members. Among the four affiliates, individuals holding different positions (executive secretary, membership chair, past or president elect) were responsible for the JDS coordination at the affiliate level. The ASCD Director of Administrative Services was responsible for ASCD JDS coordination.

<table>
<thead>
<tr>
<th>Membership in ASCD</th>
<th>Affiliate Membership</th>
<th>Annual Dues</th>
<th>JDS Affiliate Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA 6,000+</td>
<td>532</td>
<td>$15.00</td>
<td>Past President</td>
</tr>
<tr>
<td>CO 1,348</td>
<td>148</td>
<td>$20.00</td>
<td>President Elect</td>
</tr>
<tr>
<td>IL 4,000+</td>
<td>1,034</td>
<td>$25.00</td>
<td>Executive Secretary</td>
</tr>
<tr>
<td>MD 1,700</td>
<td>400</td>
<td>$15.00</td>
<td>Membership Chair</td>
</tr>
</tbody>
</table>

In Table II, a comparison is made between reported affiliate memberships for December 31, 1986 (beginning of design of the joint dues pilot study) and December 31, 1989 (ending of joint dues pilot study). As shown, all four affiliates reported substantial increases in membership over the period of the planning and subsequent conduct of the study.
Table II
Comparison of Affiliate Membership Between December 31, 1986 and December 31, 1989

<table>
<thead>
<tr>
<th></th>
<th>December 31, 1986</th>
<th>December 31, 1989</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>532</td>
<td>1,198</td>
</tr>
<tr>
<td>CO</td>
<td>148</td>
<td>291</td>
</tr>
<tr>
<td>IL</td>
<td>1,034</td>
<td>1,407</td>
</tr>
<tr>
<td>MD</td>
<td>400</td>
<td>543 (June 30, 1989)*</td>
</tr>
</tbody>
</table>

Other survey questions dealt with cost, impact, problems, and overall reactions by affiliates to the JDS pilot study. Among the responses -

1. The affiliates reported that more than half of those using the JDS option were new affiliate members.

2. Affiliates reported little or no additional administrative costs in managing the JDS option.

3. There was no discernable effect of the JDS option on affiliate programs (e.g., conference attendance, committee involvement, etc.).

4. The affiliates are willing to pay reasonable administrative charges for this service.

5. Problems identified by the affiliates regarding JDS included:
   a. The time lag between receipt of dues by ASCD and subsequent transmittal of membership information to the affiliate.
   b. Confusion of terminology (i.e., comprehensive membership) by some members.
   c. Confusion by some affiliate members over the status of their affiliate membership.
   d. Membership record keeping for those affiliates who were on a calendar year versus those on an anniversary year.

6. Affiliates reported unanimous support of the efficiency and effectiveness of the JDS option as a recruiting device. One affiliate expressed concern about ASCD's commitment to the JDS study.

* end of Maryland reporting year.
RECOMMENDATIONS FROM THE FOUR AFFILIATES

1. ASCD should expand JDS to all affiliates interested in using the service.
2. ASCD must commit to this program to ensure its success.
3. ASCD should publicize the JDS option among the members.

ASCD RESPONSES

Table III provides an ASCD summary of memberships and dues collected for each affiliate through the JDS study from August 1, 1988 through December 31, 1989.

Table III
Memberships and Dues Collected by Affiliate
August 1, 1988 – December 31, 1989

<table>
<thead>
<tr>
<th>Affiliate (Dues)</th>
<th>New and Renewal Members</th>
<th>Affiliate Dues Collected</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA ($15.00)</td>
<td>738</td>
<td>$11,070</td>
</tr>
<tr>
<td>CO ($20.00)</td>
<td>116</td>
<td>$2,320</td>
</tr>
<tr>
<td>IL ($25.00)</td>
<td>423</td>
<td>$10,575</td>
</tr>
<tr>
<td>MD ($15.00)</td>
<td>158</td>
<td>$2,370</td>
</tr>
<tr>
<td><strong>1,435</strong></td>
<td></td>
<td><strong>$26,325</strong></td>
</tr>
</tbody>
</table>

In examining whether the JDS program affected renewal of ASCD membership, it was reported that 13 of 1,435 respondents (.9%) paid their affiliate dues but chose not to pay their ASCD dues.

ASCD staff reported no additional costs for computer time or postage. ASCD also reported that several hours of a staff member's time was required each month to process membership data and checks for mailing to each affiliate. The costs of printing and inserting letters from each affiliate in the ASCD membership renewal package significantly added costs to the JDS effort.

Staff reported very little effect on the products and services provided to the membership by ASCD because of the JDS effort. As indicated, there appeared to be a slight amount of confusion for ASCD members in deciphering payment of affiliate dues from ASCD dues. Overall, ASCD staff reported no evidence that the JDS pilot study influenced any other ASCD program.

Three complaints were reported from the field by ASCD staff during the JDS pilot study. Those complaints dealt with having
the option of joining the affiliate not being available during a few months of the study.

In conclusion, the ASCD staff perceived the JDS program as easy to manage and worthwhile to institute more broadly, if the letter from each affiliate president is eliminated from the JDS mailing.

CONCLUSIONS

Based on analysis of the affiliate and ASCD questionnaire results, and interim data collected by ASCD, the JDS Pilot Study Team finds that:

1. JDS was successful in substantially increasing affiliate membership. The process was used by both new and current affiliate members.

2. JDS did not adversely affect ASCD renewals.

3. JDS was most efficient for ASCD when individual letters were not inserted in the renewal package.

4. JDS was an effective membership recruitment device for the participating affiliates.
   4.1 The participating affiliates would be willing to pay a per transaction administrative fee of $.15.
   4.2 The participating affiliates would not be willing to pay a $.25 per transaction administrative fee, plus $2,400.00 per year mailing costs, plus letter printing costs.
   4.3 ASCD could conduct JDS for affiliates for an at-cost administrative fee of $.25 per transaction for the first year.
   4.4 The time period between receipt of dues by ASCD and transmittal of information to the affiliates is very important to the affiliates.

5. JDS did not affect affiliate programs.

6. The lack of consistency in the administration of the JDS study created confusion for some members at the affiliate level.

7. The effect of the addition of the presidents' letters on renewals could not be determined.
RECOMMENDATIONS

1. Affiliates should be invited to participate in a JDS program.

2. Affiliate eligibility criteria should be established for participation in a JDS program for 1990-91. Criteria should include maintaining affiliate dues at current level, establishing pro-rata dues if dues are determined on an annual basis, efficiently managing a process, and designating a JDS manager.

3. Information promoting the JDS program should be included with the renewal package.

4. An administrative fee of $.25 for each membership transaction should be charged to cover costs.

5. The JDS option should be publicized so that ASCD members are aware of and are encouraged to use it.

6. JDS Team meetings should be funded for another year to refine and evaluate the initial year of the program.

APPENDICES

A. JDS Pilot Study Affiliate Application Form

B. Completed JDS Affiliate Questionnaires

C. Completed JDS ASCD Questionnaire

These appendices are available on request by contacting Jan McCool, Administrative Assistant, ASCD Field Services Department, 1250 North Pitt Street, Alexandria, Virginia 22314-1403, (703) 549-9110, Ext. 501.