# ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

## MINUTES OF EXECUTIVE COUNCIL MEETING

March 4, 5, 11, 1971
St. Louis, Missouri

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ATTENDANCE

Executive Council

John D. Greene, President; Alexander Frazier, Past President; Alvin D. Loving, President-Elect; Joyce Cooper, O. L. Davis, Jr., Delmo Della-Dora, Ronald C. Doll, Minnie H. Fields, Barbara Hartsig, Frances R. Link, John U. Michaelis, Audrey Norris, and Glenys G. Unruh.

New Members at March 11 meeting: Jack R. Frymier, President-Elect 1971-72; Benjamin P. Ebersole, Edward G. Ponder

Washington Staff

Fred T. Wilhelms, Executive Secretary; Neil P. Atkins, Deputy Executive Secretary; Robert Leeper, Associate Secretary and Editor of ASCD Publications; Richard Brown, Associate Secretary; Ronald Stodghill, Associate Secretary; Virginia Berthy, Administrative Assistant; and Alison Wells, Secretary

Visitors

Warren C. Seyfert; Nate Willis, Chairman of Membership Committee; Dr. Alice Miel; Louise Berman, Chairman of Commission on International Cooperation in Education; Ray Arveson, President CASCD; John Huffman, President ACSA; Franklin Morley, Chairman, and Bette Treadwell, Co-Chairman, 1972 Conference Planning Committee.
MINUTES OF EXECUTIVE COUNCIL MEETING
March 4, 5, 11, 1971
St. Louis, Missouri

President Greene called the meeting to order on March 4, 1971, at 7:00 p.m., at the Chase Park Plaza Hotel in St. Louis.

Approval of Minutes

Dr. Della-Dora MOVED approval of the Minutes of the Executive Council meeting in Annapolis, Maryland, October 20-25, 1970. However, it was agreed that since the rather lengthy version of the Minutes had been received too late to have been read thoroughly by Council members, action would be deferred until such time as they had been read.

Report and Proposal for Board re Priorities, National Study Day

Dr. Greene commented that the priorities report seems to pick up on earlier work done concerning the future of ASCD and that a kind of direction appears to be forming. Since all this represents a significant move of the Association, the Council has an obligation to present the material to the Board in such a way as to get their full support.

Dr. Wilhelms was asked to relate the priorities report to Ronald Stodghill's ASCD Membership Survey Results (distributed at the meeting) and the Educational Leadership Readership Survey done by James Raths and Robert Leeper, to see if they all support each other. He reported that the studies do interweave and show a consistent trend in certain kinds of things, indicating that though the samplings used were small we seem to have tapped a consistent cross-section.

Dr. Davis asked whether the president-elect and the new Council members had been invited to sit in on these Council meetings. (They had been invited to attend the last meeting on Thursday.) There was consensus that it would be most useful to the incoming president and council members to meet with the incumbent group as observers. (Efforts to reach the current new members already in St. Louis were not successful.)

Dr. Frazier was asked to present his report on "Priorities for Action (1971)", copies of which were distributed. He suggested that the Survey Reports prepared by the Priorities for Action subcommittee (Link, Della-Dora, Cooper) be presented first as background.

Survey Report

In her report Mrs. Link used large charts detailing the results of the survey of the membership and Board/Committee Chairman groups regarding Priorities for Action by ASCD. These data, in slightly different form, were later given to Council members, and they may be used as reference for the following brief summarizing comments which Mrs. Link made after discussing the results in each category.
1. Data on Respondents

Board - 227 Q's mailed (all Board and Committee Chairmen); 74 returned. 33% response.

Major Assignment Category: Even as between administrators teacher/educators, each at 30%. Many fewer supervisors.

Level of School as Main Concern: Elementary and elementary-secondary levels with substantial showing as main concern in schools. Percentage-wise, the same for college-level (i.e. undergraduate and graduate - 21%) as under the membership group.

ASCD Membership Period: Naturally, the Board has been around as ASCD members longer, with almost half involved for more than eleven years. ASCDers in the middle years are well represented on the Board.

Membership -1,000 Q's mailed; 250 returned. 25% response. This is only a sampling of 2% of the total membership, and therefore we must be cautious in drawing extensive conclusions. However, the sampling was random (big state-small state) and the returns (25) not that bad for a Q of this sort. The Board itself only responded with 33%--the membership is not far behind.

Major Assignment Category: More than a third responding were administrators, with but a quarter teaching as a major assignment.

Level of School as Main Concern: Elementary school carried the day as the main concern. College-level members constitute less than a quarter.

ASCD Membership Period: Membership is quite young, 56% having been involved in ASCD for 0 to 5 years. For an organization that has been around for so many years, that percentage of "youngsters" is a tribute to ASCD.

2. Major Goals and Activities

Board

Apparently the Board feels that supervision and curriculum development constitute the fundamental concern under Major Goals & Activities. More than half cited the goal in one form or another. They also want services: greater clarifications of where American education is going, more and better coordination of programs and more leadership and guidance from the top, more information and research to enrich the teaching of each member.

Membership

The top 6 items listed by the membership are the same as with the Board - however, in somewhat different order and strength, (i.e., percentages are less.) The members responded with 46% in favor of more dissemination of information regularly, which is 10% greater than the Board. Here the hint that services are needed comes through even more strongly than with the Board. In general, the membership is not that far removed from the Board in its view of goals and activities.
3. Crucial Topics Facing Education

Board
This category was seen as an extension of the remarks for Major Goals and Activities. We see Nos. 2, 5, 7, 8, 9, 11 and 12 as repeats from the previous chart. This leaves us with five additional issue areas: Educational Accountability; Pace of Change (and how education can make adjustments to it); Value Issues (such as statements about the need for patriotism in schools, more moral leadership by teachers, the need for respect for one's country); Relevance Issues (such as dropout problem, ecology taught in the classroom, racism, and the other ills that plague society today); Educational Finance (how can we alleviate the financial plight that schools find themselves in today; why doesn't ASCD take a stand publicly on more financial aid to education, etc.)

Membership
As with the Board, there are five extra issues to talk about. Here, however, Educational Accountability takes a back seat to Public School Administration and Community Involvement and Teacher Improvement. The concern for public education is likely to be a greater concern for most teachers and administrators (regardless of background) because of its size and the scope of the problem. The Board put that item at No. 7 in their scale.

4. For Study and Action by ASCD

Board
Three items got ratings of 5 and only four were below a 4—controversial issues at that: (1) Racism, (2) Political Education, (3) Women's Rights, and (4) Performance Contracting. In general, these responses seem to reflect the "professionalism" spirit of ASCD Board members. They eschew more political topics in favor of Instruction for Individuals, for example. This is not to criticize, but I would raise the question: Would movements in a political direction meet with stiff opposition from the Board?

Membership
Four items got 5, and five went below 4—similar issues as with the Board: (1) Racism, (2) Political Education, (3) Women's Rights, (4) Performance Contracting, and (5) Relationships with Other Associations. In light of the Board's responses there is not really all that much of a difference on the topics.

5. Activities of ASCD

Board
Clearly the Board feels good about the Annual Conferences, and their opinion of the publications is quite high indeed. The Small Conferences and Institutes, as well as Working Groups, are still in favor, but perhaps could use some more planning.

Membership
The Membership is not quite so enthusiastic about the Annual Conferences as the Board is. This may be because of disruptions, or the impersonalism
of the event itself. Many members express the need to re-personalize these activities—to establish more small conferences and a bit differently, to take these activities into the regional and local areas, and make the working groups more open to members who are interested. Most of the time the members (esp. from California) are unable to make the Annual Conferences if held in the east, and to bring the ASCD "road show" to an area might be a step in the direction of decentralization. Working Groups are "important" for the members, but that's all.

6. Current Working Groups

Board
The Board ranked the Emerging Adolescent Learner Council, the Commission on Goals in American Education, and the Publications Committee with a rating of 5—strong endorsement of these activities. The Councils in general ranked higher than Commissions and Committees, perhaps indicating that the older, the sounder. Committees are generally positive, perhaps more positive than Commissions.

Membership (See comments under No. 7.)

7. General Comments

Board
Interestingly, the Board would like to see things decentralized a bit more than in the past, but they are generally satisfied—a quarter actually expressed their happiness with ASCD. There is some worry about the issue of Conferences (Item 4) and this will require some thought and study before the next one is held.

Membership
The membership does not express its satisfaction with the same intensity as the Board, but nevertheless a 22% return is not all that bad. Generally members are more concerned about the question of strong leadership, for in any organization it is difficult to "feel the pulse of the leaders" when you're in Upper Montana. Washington is far away and many members feel left out. They also want to see results, if not in the public forum, then with new materials that they can use. There was more enthusiasm for Educational Leadership here than with the Board, primarily because for many it is the sole contact they have with the organization. They pay their dues, cannot afford to attend the Annual Conferences, and therefore only keep in touch with ASCD through its publications. Without this form of communication, they might feel even more isolated. Publications are the "umbilical cord" to the membership in many respects. If we cut this, we may lose a few members—perhaps more so than a disruptive national conference.

Priorities for Action (1971)

Dr. Frazier's report resulted from discussions among Messrs. Frazier, Greene, Loving, Wilhelms, Atkins, Della-Dora and Mrs. Link, out of which evolved a plan to have a document that could be useful if ASCD decided to have another National Study Day. Dr. Frazier, using the date from the Survey
Reports, had listed twelve priorities in approximate rank order as determined by combining membership and leadership responses, and the paper represents an effort to produce a guide for us by local groups. It invites those groups to send in any ideas they develop out of their discussion of the priorities listed indicating what concerns they see involved and their suggestions for possible ASCD actions. Dr. Frazier emphasized that the short paragraphs following each listing represent his own perceptions of the subject and are presented for the Council to modify and use as they see fit. Following the list of priorities is a set of items pertaining to Association Relationships between ASCD and other groups.

Proposal to Board of Directors

Some comments that came out of the lengthy discussion of how this material should be presented to the Board and what the Council wanted the Board to do with it:

The Priorities Study had a wider objective than just a National Study Day, as it represented an effort, using the reactions of the membership at all levels, to develop a body of priorities which would be a substantive base for the general direction of ASCD and for decision-making in budgetary matters.

The priorities need not be listed in rank order as they came out of the Survey and decisions on projects or budgets could not be made on this order arbitrarily. Since all are obviously important, consideration could be given to the relative timeliness and pressing nature of certain items.

Several items would fall naturally into larger, more inclusive categories; it was suggested that some valid generalizations could be made in this connection.

There will be from time to time certain "hot issues" which arise but which could not be identified ahead of time in the present priorities listing.

The original survey plan included the Executive Council as a third group to be polled and it was suggested that it might be useful to the Board to know how the Council would rank order the priorities. However, since these general areas had been developed by the Council itself at the Annapolis meeting it was felt that to rank order them now would have no real significance and might precipitate an unnecessary debate with the Board.

Agreed that what the Council would request of the Board was:

2. Authorization to use the material in the Priorities Report, and any material developed from Board discussion, for a National Study Day and also as a base for programming, budgeting, and general direction of ASCD.
A format was developed for presentation of the report to the Board: Dr. Frazier would make some opening remarks, Mrs. Link would make a brief presentation of the data from the Survey Report, then Dr. Frazier would comment on the data in relation to his Priorities for Action (1971) paper, setting it in the context of earlier ASCD commitments like GNU, the Quality of Life paper, etc. Following this, Dr. Greene would ask the Board to meet in round-table groups to discuss the material and then to report back any suggestions or ideas that develop from their discussions which would be incorporated into the original material. (This format was modified at the following day's meeting to include participation by Dr. Loving to set the material against a background of other ASCD commitments, and by Dr. Della-Dora and Dr. Wilhelms to talk about other kinds of demands being given the Board through other studies.)

Extension and Further Analysis of Priorities Data

Dr. Wilhelms suggested that the data from the priorities survey be put together with data from the Readership and Membership surveys, with members' reactions to the conference as gleaned from the evaluation forms and from enrollment figures in specific meetings and labs, and with whatever other data may be available, to get as much evidence as we can about membership concerns and interests. Careful analysis of all this evidence would be presented to the Council at its May meeting and hopefully would be comprehensive enough to merit modification or adoption as a set of priorities for direction of ASCD activities. It was felt that such a study would be an appropriate function for Dr. Wilhelms in his new position.

*   *   *

The Executive Council convened its second meeting of the Conference on Friday, May 5, at 9:00 a.m.

Conference Reporter

Dr. Wilhelms introduced Dr. Warren Seyfert who was attending the conference in a reporting role to take photographs and gather material for a "meaning of the conference" report to be published in a booklet with the General Session speeches.

Informal Receptions of the Board

Following discussion of whether the Council should be represented at these "open hearings", it was decided to assign a Council member to attend each session of the hearings and make an informal report.

Change in Effective Date of Appointment of New Executive Secretary

Dr. Wilhelms explained that it would be most advantageous to him to begin his new position as Senior Associate as soon as possible, and that he had discussed a change in the effective date with Dr. Atkins who concurred
in his request that the date be moved up from July 1 to April 12, 1971. Concern of some Council members regarding their contract obligations to Dr. Wilhelms were resolved by his statement that he requested the change in full awareness of the financial aspects involved.

MOVED by Dr. Della-Dora, SECONDED by Dr. Davis that the effective date of appointment of Neil Atkins as Executive Secretary be April 12, 1971 (thus amending the motion on this appointment made at the October 1970 meeting.) It was agreed that the president would write to Dr. Atkins and Dr. Wilhelms formalizing this arrangement to have Dr. Atkins' appointment run from April 12, 1971 to July 1, 1974. MOTION CARRIED.

Proposed Budget

Dr. Atkins distributed copies of a tentative budget for 1971-72 and commented on certain items as follows:

Comparison of the figures for Total Receipts and Total Reimbursements reveals an unbalanced budget; the $60,000 difference is roughly what we could supply from existing funds (including liquid assets).

Income — pages 1 & 2 (ref. columns 2 and 4)

A. Membership: Down $10,000 — probably partly due to the condition of the economy as a whole, but it also reveals trouble in holding members which apparently is more difficult for us than attracting new ones.

B. Publications: Proposing the same budget may be optimistic because sales have not held up, were especially low in October and November. Since then they have gone up to a reasonable level.

C. Annual Conference: Increase in income is based on raising registration fees from $15 to $20 for members, and from $19 to $25 for non-members.

D. Institutes and Small Conferences: This has always been a wash item, and is an arbitrary figure. The new figure reflects a modest profit based on raising the small conference fee from $50 to $60.

E. Miscellaneous: Reduced because sale of audio tapes has been discontinued.

Summary: We will barely be able to meet present expenditures, which are up a little bit, if we count on increases in three areas: student membership fee, annual conference fee, and small conference fee. But the obvious need for caution in expenditures must be stressed.
MOVED by Dr. Frazier, SECONDED by Dr. Hartsig, that the Annual Conference registration fee be increased to $20 for members and $25 for nonmembers. MOTION CARRIED.

Suggested Support for Lay Participants: Discussion of the suggestion that money be put into the conference budget to pay for grass-roots lay people participating in our conferences brought up the idea that unit presidents might be asked to help in such support of people from their cities or states. It was agreed that we will explore ways of promoting more active roles for lay people, some of whom might get support from their own organizations. Also we want to take steps in programming to attract the growing number of teachers involved in curriculum development.

MOVED by Dr. Davis, SECONDED by Dr. Michaelis, to increase small conference fee from $50 to $60. MOTION CARRIED.

Cash Disbursements – pages 3-5

1. Publication Production: Figures are up because of overall increase in costs and because we are now subject to D.C. sales tax on materials purchased. (We are filing for exemption but there is not much hope of our getting it.)

2. Publication Handling: Figure is up as a result of NEA Publication Sales Division increasing their handling fee from 22-1/2% to 30% of sales.

3. Promotion: Figure is increased based on this year's experience where at the half-way point we had already spent the annual allocation. Also involved is the anticipated rise in postal rates, with second class going up 15 to 20% next year.


5. Association Committees and Meetings: Total figure is higher because of enlarged Executive Council and related costs, plus the apparent intent of the Review Council to meet twice instead of once a year. Figure for the Cross-Association Alliances increased to include relationships with other professional organizations (i.e., CUP) as there is no other place in the budget for these expenses.

The figure for the Presidents' Leadership Program is reduced because we will try next year to save travel costs, perhaps by having state presidents get together in regional meetings rather than bringing them all to Washington.

The figure for the President's Expenses is reduced. The $10,000 figure set three years ago has not been fully used and presidents have felt it could be cut to $5,000.
9. Salaries and Related Expenses: We are recommending that the Deputy Executive Secretary position not be filled for 1971-72. The budget is predicated on maintaining the present number of professional staff and cutting support staff by one position. No salary increases other than normal increments of the NEA salary scale are included.

Related Expenses figure is increased as a result of our proposing to move from the NEA retirement system to TIAA for the entire staff (instead of the professional staff only). The increase assumes the entire staff will opt to go into TIAA after the required employment period.

10. Operating Expenses: Up because of additional space and the increase in rent under our three-year escalating rent agreement with NEA. This figure also reflects increased postal rates.

Staffing Plan - Service to CCCs. Concern was expressed about the effect of the cut in staff on services to CCCs at a time when members are stressing need for more service. Dr. Wilhelms will handle that part of the Deputy Executive Secretary's duties dealing with the state affiliates. One staff position will be strengthened to accommodate additional delegation of responsibility to relieve Dr. Atkins of as much of the operational day-to-day office coordination as possible.

It is planned that the intensive relationships with CCCs, now handled mainly by the Associate Secretaries, will be spread around among the whole professional staff to give added national office exposure. Periodic staff meetings will be a part of this plan. It is hoped also to involve people on the Executive Council, some of whom may wish to work with a group on a continuing basis. Built into this rationale is the work done at Annapolis that will lead eventually to changing the CCC structure into ad hoc working groups with shorter-term commitments.

Presidents' Leadership Conference Expenses. It was agreed that this year the units will be asked to increase their support of the Leadership Program, with the understanding that if they cannot pay the full amount we will subsidize the balance. It was also agreed that the units should be given the option of a national conference or more regional activities.

MOVED by Dr. Frazier, SECONDED by Dr. Cooper, that the Tentative Budget be adopted for presentation to the Board of Directors. MOTION CARRIED.

Membership Committee - Statement by Chairman Nate Willis

Mr. Willis stated that the Membership Committee, which was set up last year, has had two meetings and has prepared a two-page summary of their minutes which could be made available to the Council. He said the committee wished to suggest certain kinds of structural changes in ASCD which they felt would facilitate their work.
1. Minority representation on board of directors at both national and affiliate level. Also they suggest that when a person becomes a national ASCD member he should automatically become a member of the appropriate affiliate.

2. Change in qualifications for affiliate status. He spoke particularly of the Indian group being able to qualify as a separate affiliate on the basis that their residence on reservation land gives them extraterritorial status.

3. New position on certification of teachers. Since ASCD usually takes an avant garde position in terms of curricula, they suggest this same position be taken with regard to certification of teachers, stressing the significance of teacher-pupil interface.

Mr. Willis said the committee plans a meeting Saturday with membership chairman of affiliate groups to make their position known to them and get some reaction. It was suggested to Mr. Willis that the Membership Committee attend the open hearings of the Board at this conference.

The Membership Committee proposes that composition of the national and affiliate boards reflect the appropriate proportion of members from all racial groups, and they have a formula for selection of board members which they feel would be more equitable than the present one.

Candidates for Associate Secretary Position

It was reported that the response to notices in the News Exchange inviting suggestions for the Associate Secretary and managerial positions has produced many applications. (Since publication of the notice it has been decided to postpone filling the managerial position.) A few of the candidates for Associate Secretary were available in St. Louis to be interviewed, and it was suggested that an ad hoc subcommittee be appointed to meet with them. Dr. Greene asked Dr. Norris to act as chairman, with Dr. Hartsig, Dr. Davis, Dr. Cooper and Dr. Atkins as members of this subcommittee.

Possible New Affiliates

Based on ASCD's eagerness to find new ways of involving people or organizations who have a similar common purpose and the fact that the Council will be hearing requests for affiliation by certain groups at this conference, there was discussion of how we should react to such requests. It was felt that we need to make a careful study of how to interpret the section of the By-Laws (Article VIII) dealing with affiliated units and to develop a policy of how we define "other groups."

Proposed New Affiliate: World Instructional Leaders

Dr. Alice Miel and Dr. Louise Berman, Chairman of the Commission on International Cooperation in Education, requested Executive Council support
of a two-part proposal they wish to present to the Board. Their first request would be for the creation of a new "Commission on World Cooperation in Education", to build on the work of the present Commission on International Cooperation which expires this year. Their second request would be for the Board to approve in principle the creation of a new affiliated unit to be called "World Instructional Leaders". Such a unit would provide a base for the growing number of world members interested in improving instructional practices throughout the world, and would set up a formalized link with participants in last year's Asilomar Conference at the same time it would attract other interested persons throughout the world into involvement with ASCD. One of the tasks of the new Commission would be to assist in developing such a unit, and they wish the Board's approval in principle to explore affiliate status.

There was consensus that Dr. Berman and Dr. Miel could count on the Council's support in their proposal to the Board. Any specific recommendations on affiliating with such a unit would, of course, have to be considered later in the light of the Council's projected study of the whole question of affiliating with other than state units.

Proposed New Affiliate: Association of California School Administrators

Mr. Ray Arveson, President of CASCD, met with the Council to request its support for the request for affiliation which the Association of California School Administrators will make to the Board of Directors. Mr. Arveson reviewed the history behind CASCD's decision to dissolve the California unit, thus disaffiliating with ASCD, and to join the ACSA with six other California administrative organizations. He stated that CASCD had been reluctant to take this step and had finally been moved to consider the consolidation when it appeared that county office personnel, representing a large grass roots membership in CASCD, were going to be disenfranchised by the decision of the County Superintendents Association to merge with the new group and take their staffs along with them. Also, CASCD was concerned that in the projected consolidation there was no representation from the curriculum area. Following a seminar to study the idea of joining the merger, CASCD delegates met with representatives of the other organizations and agreed to join if their membership ratified the action by a mail vote. The vote was 12 to 1 in favor of ratification.

At ACSA's Constitutional Convention in May 1970, CASCD delegates initiated a successful action to include an Article in the constitution providing for affiliation with national associations. At the January meeting of the Interim Board of ACSA Mr. Arveson was officially authorized to come to St. Louis to seek affiliation with ASCD. He stated that he recognized that the main problem in such affiliation was in the membership provisions of the two organizations: whereas ASCD's membership was open to all categories the ACSA qualifications were "active professional involvement and administrative responsibility in education."

Mr. John Huffman, the president of ACSA, joined the meeting. He emphasized the sincere desire of ACSA to affiliate with ASCD.
Discussion included among other comments the following:

Analysis of the two constitutions reveals that the purposes of ACSA are in harmony with those of ASCD, the only incompatibility being in the language of the membership qualifications.

Concern was expressed that to consider anything but open membership gives the impression that we think management is separate from teachers in a sense that does not fit supervisors and curriculum workers.

As teachers' interests and activities continually widen it could be possible to fit some administrative or supervisory responsibilities into the job description of a teacher.

There will continue to be an annual conference on curriculum and instruction under the leadership of CASCD with financial backing of ACSA.

In response to a question about some other type of alliance with ACSA in case the membership differences could not be resolved, Mr. Arveson said this could be accomplished but that they are concerned with protecting ASCD's eligibility to be on the ACSA board of directors.

In response to a question about the availability of local support for the Anaheim Conference in 1974, Mr. Arveson stated that affiliation with ACSA would open up the whole membership of 15,000, including CASCD, as a resource of people available to act as hosts.

It was agreed that there was consensus that ASCD would like to continue affiliation between California and the national office and that before the Philadelphia conference, California has the responsibility to show that the differences in constitutions can be resolved.

MOVED by Dr. Davis, SECONDED by Dr. Hartsig, that the Executive Council recommend to the Board that disaffiliation with the California ASCD unit be deferred, and that ACSA be accepted as a conditional affiliate for the remainder of the year, during which time both ACSA and the Council will study ways of reconciling the differences between the two constitutions concerning membership qualifications.

MOTION CARRIED.

Also to be considered in this question is how such an affiliation would fit into the results of the projected study of affiliation with groups other than state units.

May Meeting Agenda

It was agreed that Dr. Loving, Dr. Greene and Dr. Frymier would meet at an early date for preliminary discussion of agenda for the May meeting of the Council.

* * *
The Executive Council held its third and last meeting of the Conference on Thursday, March 11, 1971, at noon.

Report on Membership Committee Meeting

Nate Willis reported that there had been a good representation from affiliates at the Saturday meeting and the rough draft of the Committee report had received favorable response. The agenda for the meeting had included an assessment of ASCD and what recommended changes need to be made to enhance the membership and its effectiveness. It was decided that each affiliate group would send to the national office (for forwarding to the Membership Committee) a report of their activities and their plans for new programs, also their assessment of how effective they had been in the past. The Membership Committee will distill from these reports what they think will be in the best interests of the Association and will make copies of the reports available to each group. At the meeting it was also suggested that each state send the rosters of their state conferences to the national office as a possible source of new members.

The Executive Council expressed its thanks to Mr. Willis for his report.

Report from 1972 Conference Planning Committee
By Chairman Franklin Morley and Co-Chairman Bette Treadwell.

Dr. Morley stated that at St. Louis they had been involved mainly in evaluation and feedback on this conference to have an appropriate base for their planning. He requested approval for a meeting of the full committee on April 15-17 in Chicago, to work out basic proposals regarding theme, format, etc., and to formulate a report to be presented to the Executive Council in May. They plan at that meeting to structure themselves into subcommittees, each with a special assignment, and he indicated that items that come up at the May meeting of the Council would be fitted into this structure for action. One subcommittee--on Evaluation--is already set up, with Keith Augur as chairman, and they will make a depth study of the material from the evaluation forms used here as well as material Sarah Arlington obtains from other forms. The results of this analysis will be presented at the April meeting.

Other subcommittees, not structured yet, will be concerned with: Action Labs, Team Action Labs (they hope to find another title for these), Special Sessions, General Sessions (including a General Session devoted to a reception for participants and recognition of leadership), General Arrangements (one member to be assigned as liaison to local arrangements committee).

The vital importance of having full communication between the committee and the leadership of various sessions was stressed.

Other suggestions that came out of discussion:

Care must be exercised that the subcommittee structure not splinter concentration on the conference theme. For example, it is important that
the general session speeches have clear relationship to the special sessions which follow them. Dr. Morley indicated that the April meeting will set up a framework to insure that each person working with one segment of the planning will be clearly related to the whole, with the Chairman acting as a clearinghouse for all information.

Consideration must be given to needs of the Team Action Labs in their report to the Philadelphia conference on their ongoing activities during the year.

Dr. Morley suggested that it would be useful to involve not only a current conference planning chairman and the chairman-elect, but to extend this to include the co-chairman-elect, thus allowing two years advance involvement for each conference planning committee chairman. Comments pointed to the importance of compatibility—both personal and geographical—between the president and the chairman, stressing it would not be known that far in advance who the president would be.

Discussion of expected transportation difficulties in Philadelphia raised the question of possibly changing the site of next year's meeting, but this was not seen as feasible because of the local planning group activities already underway. One suggestion that had come from this local committee was to add a $2 or $3 charge to the registration fee to cover costs of transportation.

It was AGREED that the Executive Council should reconsider our whole method of conference site selection and the criteria used.

Questioned about the size of the Conference Planning Committee—-it is three members short of the usual number—Dr. Morley stated that they would not need more than the seven present members for the April meeting.

It was AGREED that Dr. Atkins and Sarah Arlington would meet with the Conference Planning Committee in Chicago, April 15-17. President Loving was invited to join them if his schedule permits.

**Agenda Item #2: National Study Day**

Development of the material for planning National Study Day, as it came out of discussion at the Board meeting, will be the responsibility of Mrs. Link and Dr. Della-Dora, with the assistance of Dr. Wilhelms. Since the motion re National Study Day did not include a specific date, it was agreed that the materials would be presented to the Executive Council at its May meeting at which time they will decide what should be sent to the units, who will set their own dates. It was suggested that the units be advised of the importance of involving parents and community people.

**Agenda Item #3: Nominations Committee of the Board**

Dr. Hartsig had presented a slate of nominations to the Board, which was accepted. In this context Dr. Loving raised the question of the
propriety of the action taken by the Board at this morning’s meeting when
they voted to name Mr. Hanes to the Nominations Committee. This is
inconsistent with the constitution, which provides that it is the Executive
Council’s duty "to establish working groups and appoint members and chair-
men to oversee their operations." It was pointed out that the Board was
acting to provide a tenth member of the committee as a back-up to a member
who could not be present, but it was felt that to preserve the sense of
the constitution they should have recommended the person to the Executive
Council and asked for our action. It was felt that the Executive Council
should go on record as feeling that the Board’s action was out of order.

MOVED by Dr. Loving, SECONDED by Dr. Della-Dora,
that the Executive Council concurs with the
nomination of the Board of this one person to
the Nominating Committee. MOTION CARRIED.

It was suggested that the agenda for the May meeting include clarifi-
cation of the President-elect’s responsibility in the matter of the
Nominations Committee of the Board.

It was AGREED that Dr. Frymier and the seven Board members on the
Executive Council would report on this to the Council in May.

It was AGREED that the question of student membership on the Board
of Directors will be put on the agenda for the May meeting.

Agenda Item #4: Confederation of National Educational Associations

Dr. Wilhelms reported that the executive groups of 31 associations
are involved in working on the framework for the proposed Confederation of
National Educational Associations and that the initial assessment on each
member association was $25.00. Final membership in such a confederation
would, of course, have to be approved by the Board of Directors.

MOVED by Mrs. Link, SECONDED by Dr. Davis, that
the Executive Council support the idea of a
Confederation of National Educational Associations
and that the initial assessment of $25.00 be paid.
MOTION CARRIED.

Agenda Item #5: Selection of Associate Secretary

The ad hoc subcommittee appointed on March 5 had interviewed several
candidates for the position of Associate Secretary. Since two members
were leaving the Executive Council it was decided to set up another group
as a screening committee to assist the Executive Secretary. Dr. Greene
asked Dr. Norris to serve as chairman, with Dr. Davis and Dr. Ponder as
members. The Executive Secretary will select at least three candidates
to be interviewed by the Screening Committee.
Agenda Item #6: Request for Change of Name of Commission on Occupational Preparation

This Commission requests that its name be changed to "Commission on Occupational Development" because they feel it is a much more inclusive term.

MOVED by Dr. Greene, SECONDED by Dr. Davis, that the name of the Commission on Occupational Preparation be changed to Commission on Occupational Development. MOTION CARRIED.

Agenda Item #7: Adoption of Themes for Educational Leadership

Dr. Leeper presented the Publication Committee's recommendations for themes for 1971-72 issues of Educational Leadership. These themes relate only to that portion of each issue (about one-half the editorial space) for which material is solicited.

MOVED by Dr. Davis, SECONDED by Dr. Greene that the themes for the 1971-72 Educational Leadership be adopted. MOTION CARRIED.

In response to a suggestion that the February issue of Educational Leadership be tied in with the Annual Conference program, Dr. Leeper responded that it would be possible to hold the theme for the February issue open so there could be built into it some emphasis on the conference and information on conference details.

Agenda Item #8: Council on Black Concerns

The Executive Council was asked to approve the names of Mrs. Barbara Lawler and Dr. Richard Brown as members of the Council on Black Concerns. Discussion of whether there would be any role conflict in having a staff member become a council member indicated that in similar experiences there had been no problem. Another question involved the propriety of the Council chairman sending a carbon copy of his recommendation addressed to Dr. Greene to the persons being recommended. There was consensus that the Council put on the record its feeling that this should not be done and some way should be found to prevent it from happening. Further discussion stressed the need for guidelines for chairmen of CCCs to assist them in their operations. The staff was asked to prepare such guidelines.

MOTION was made and SECONDED to approve the request of the Council on Black Concerns to name Mrs. Barbara Lawler and Dr. Richard Brown to the Council. MOTION CARRIED.
Agenda Item 9: Conference Planning Committee

It was agreed that the addition of three members to the Conference Planning Committee and discussion of the conference budget would be deferred until the May meeting.

Agenda Item #10: Approval/Modification of Staff Proposal re Money Requests of CCCs

Dr. Wilhelms stated that the staff had had to find a way to respond to requests from working groups for monies over and above the funds allocated, and the guidelines developed were used in only two cases and were not presented as a permanent criteria. Dr. Davis suggested that the staff continue to operate as they have until May, at which time there could be further discussion of a set of permanent guidelines for handling such cases.

Restructuring CCCs into Working Groups

At the May meeting the Executive Council plans to take specific action relative to the future status of councils and commissions, and concern was expressed that the CCCs had enough information on which to base the project each one was asked to submit to the Council in May. The question of priorities is obviously critical here as it is only fair, if we are to budget in terms of a set of priorities, that the CCCs be advised of these priorities, and that they be provided a format in which to cast their proposals so they can be fairly judged. Dr. Atkins pointed out the operational problems of having CCCs get a proposal to us in time for the May meeting so the Council can take action.

It was decided to charge the Associate Secretaries to set up a common format for CCCs to use to submit a proposal for one project they would like to undertake and to write to the CCCs urging that these proposals be submitted by May 1. The problems of time and money involved in each chairman's being able to get his group together to formulate such a proposal were discussed, especially in the context of it being done democratically and not just by the chairman on his own.

It was agreed that where it is feasible in terms of time and money for the chairman to either submit a proposal to his group for approval or to get the group together early enough to meet the May 1 deadline, this should be done. Where there were extenuating circumstances making it impossible for certain groups to do this, consideration would be given to extending the deadline for receiving proposals.

Agenda Items #11, #12, and #13 - Deferred to the May meeting.
Agenda Item #11 - Environmental Education Proposal
#12 - Ohio ASCD research institute proposal
#13 - NEA Project: "Separate Cabinet Level" Department of Education
Agenda Item #14: Future Meeting Dates

Dates for May meeting confirmed: May 20 through noon May 23, 1971 at Williamsburg. Council members to arrive evening of May 19.

Dates for Fall meeting:

MOVED by Dr. Frymier, SECONDED by Dr. Greene, that the Fall meeting be in Washington, D.C., on October 14-17. Council members to arrive the evening of October 13. MOTION CARRIED.

Agenda Item #15: President's Expenses (Budget Item)

Dr. Loving asked for clarification of the use of the President's Discretionary Fund. His college will not require him to pay back any time used for ASCD and he raised the question of using the funds to allow his wife to accompany him on trips which his duties as president require him to make. It was pointed out that the initial policy on these funds had been very loosely laid out, that they had been used for reimbursement to school districts, for secretarial services, etc. There was discussion of establishing a set amount to be paid to an Association president to be used as he sees fit, possibly describing it as a loss in honoraria funds and thus reimbursable by the Association.

It was AGREED that this whole matter could receive further discussion at the May meeting.

Agenda Item #16: Relook at Conference Sites

It was suggested that the Minneapolis site for the 1973 conference be reconsidered in terms of possible weather problems. It was agreed that Dr. Atkins and Miss Berty would review other possibilities and bring some data to the May meeting for further consideration by the Council.

Further discussion concerned taking another look at present Association policy of moving conferences from section to section of the country and the restrictions this puts on site selection. It was also suggested that we reconsider the particular time of year in which the conferences are held. Dr. Atkins was asked to look into this.

Galen Saylor's Council on Continuous Education

Mr. Stodghill requested that since Dr. Saylor's term would be over before the May meeting at which charges to the CCCs are to be reviewed, and since if he is to hold his proposed conference he must be able to proceed at once with plans for a meeting to develop a format for that conference,
special consideration be given to Dr. Saylor's long contribution to the Association and he be given permission to proceed with his planning meeting. In view of comments that the ideas for the conference look very promising and a suggestion that by putting the registration fee higher we could be assured the financial aspects of the conference would be all right, it was decided to give Dr. Saylor the permission to go ahead.

Committee on Student Rights

Dr. Loving requested Dr. Frymier to chair a committee on student rights. This committee would propose ways of responding to the resolution passed by the Board of Directors on Thursday morning. Dr. Frymier agreed to make a preliminary report at the May meeting.

Dr. Davis moved that the Council express its appreciation to Dr. Wilhelms for his service as Executive Secretary, and Dr. Loving led three rousing cheers.

The meeting adjourned at 3:30 p.m.