Minutes of Executive Council Meeting

Philadelphia, Pennsylvania
March 2, 3, 8, and 9, 1972

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ATTENDANCE

Executive Council

Alvin D. Loving, Sr., President ASCD at March 2 and 3 meetings; Jack R. Frymier, President ASCD at March 8 and 9 meetings; John D. Greene, Past President; O. L. Davis, Jr.; Benjamin P. Ebersole; Minnie H. Fields; Frances R. Link; Audrey Norris; Edward G. Ponder; Glenys G. Unruh; and, Jeff West.

New Members at Meetings: Harold G. Shane, President-Elect; Richard L. Foster; and, Elizabeth S. Randolph.

Washington Staff

Neil P. Atkins, Executive Secretary; Fred T. Wilhelms, Senior Associate; Robert R. Leeper, Associate Secretary and Editor of ASCD Publications; Ronald Stodghill, Associate Secretary; Clark Dobson, Associate Secretary; and, Jacqueline Carr, secretary.

Visitors

Charles Townsel, Chairman, Council on Black Concerns; and, Bette Treadwell, Chairman, 1973 Conference Planning Committee.
MINUTES OF EXECUTIVE COUNCIL MEETING

Bellevue Stratford Hotel
Benjamin Franklin Hotel
Philadelphia, Pennsylvania

March 2, 3, 8, and 9, 1972

The meeting was opened unofficially by President Loving on Thursday, March 2, 1972 at 8:00 p.m., at the Bellevue Stratford Hotel, Philadelphia, Pennsylvania.

Agenda for Board Meeting, Friday, March 3, 1972

Because there was not a quorum present, Dr. Loving suggested the time be spent in developing an agenda for the Board of Directors' meeting on Friday evening. Council members approved the request by the Review Council to make its presentation to the Board on Friday evening. In addition, it was decided that the chairman of the Emergency Task Forces established at Airlie House would give their reports, to be followed by a presentation of the revised budget for 1971-72.

With a quorum now present, the meeting was officially convened.

Emergency Task Force Reports

Mrs. Fields, chairman of the subcommittee on publications (inventory), reported that 10,000 copies of the yellow brochure on "packages" of publications had been printed, and that the level of responses to date was low. So far, 103 special packages had been sold resulting in an income of $1,070.20, and the evaluation package was the most popular. It was agreed to extend the offer beyond the March 31 deadline.

Dr. Leeper reported on an analysis Mary O'Neill had made concerning publications, a copy of which was distributed to the members of the Executive Council. The study attempts to show the publications and dissemination function of the Association in the total perspective of the Association's work, and also attempts to show the income from and disbursements for ASCD publications in relation to the total work of the Association. Dr. Leeper emphasized that the report was a thorough study of the situation and deserved the full consideration of the Council.

Mrs. Unruh, chairman of the subcommittee on membership, reported on a quick campaign to drop-outs which picked up 120 members and that memberships still continue to come in. In addition, on Monday afternoon, March 6, there was to be a meeting of the State Unit Presidents at which time the subcommittee members would try to mount a campaign. Mrs. Unruh requested Dr. Prymier to make a pitch to the Board on Saturday to get the members involved in the
March 6 meeting, and to encourage their full leadership - a personal commitment on a broadly based concept. Within the next month, a special campaign will be made to state members, and a special appeal to comparatively small groups using letters and brochures. Finally, ASCD ought to mount a drive for "each one-reach one" and that it be done rather artistically - some kind of colorful statement of why you ought to join ASCD. The brochure should be prepared in such a way that the person receiving it could get one or two of his friends involved.

MOVED by Dr. Davis that the Executive Council go to the Board of Directors on Saturday, March 4 with a plan to involve them in a personal commitment for membership recruitment by a certain date to be established later. SECONDED by Dr. Frymier. MOTION CARRIED.

Dr. Atkins reported that the suggestions made at Airlie House concerning the annual conference were acted upon particularly with reference to offering special rates to teachers in the Philadelphia area. So far acceptances had been received from five or six groups. A similar effort was made to the colleges in the Philadelphia area, but this endeavor was a complete 'bust.' Dr. Staples was contacted concerning an offer for schools to send five different people each day to the conference. At present, groups from 15 schools had accepted.

Mr. Stodghill pointed out the need for special assistance from the Council members with participants from USOE's urban-rural programs, which meet every day but Tuesday afternoon. This group is involved in the area of shared decision-making. Dr. Fielder single-handedly got the group together, about 100, with all expenses paid through Federal funds. It was reported that Dr. Fielder worked very closely with the Office of Education in this endeavor and she has done a tremendous job.

Dr. Ponder reported (in the absence of Dr. Norris) that the subcommittee on grants and other sources of revenue was continuing to look at ways in which to identify ASCDers who are working in areas like the Office of Education in order to obtain grant money.

Program Presentation for the Board of Directors

Dr. Ebersole reported that the mechanics of the program presentation to the Board of Directors on Saturday had not yet been worked out, and that he did not feel it necessary at this time to review the contents of the program with the Council because agreement on content had been reached at Airlie House.

MOVED by Dr. Greene that a committee of three have a breakfast meeting on Friday, March 3 in order to present to the Executive Council the logistics for the program presentation to the Board of Directors. SECONDED by Dr. Ebersole. MOTION CARRIED.
Dr. Loving appointed Drs. Ebersole, Frymier, and Wilhelms to the committee for the purpose of organizing the mechanics of the presentation and to report back to the Council.

As a result of this meeting, it was agreed that one of the responsibilities of the Council members would be to solicit persons who are not members of the Board for the purpose of involving them in the program. Dr. Ebersole indicated they would stress during the presentation that ASCD wanted persons to sign up for the various categories only if they would be willing to spend a great deal of time on the assignment. The Board would not be restricted to any one of the four groups... 'while logistics is important, so is perspective.' The Board would also be apprised of the fact that the CCC's are not operating as such and that this program will replace, procedurally, the CCC's. Finally, the Council members would be identified with the four categories as follows:

**Curriculum Workers**
- Glenys Unruh, Chairman
- O.L. Davis
- Benjamin Ebersole
- Frances Link
- Clark Dobson - staff

**University/College Higher Education**
- Edward Ponder, Chairman
- Audrey Norris
- Robert Leeper - staff

**School Administrators**
- Jeff West, Chairman
- Delmo Della-Dora
- Fred Wilhelms - staff

**Parent/Community Involvement**

**Auditor's Report**

Dr. Atkins presented to the Council the Auditor's Report, as prepared by Richard R. Lyle, Public Accountant, for the 15-month period ending August 31, 1971. After some discussion, the following action was taken:

MOVED by Dr. Frymier that the Executive Council accept the Auditor's Report stated as follows:
AUDITOR'S REPORT

<table>
<thead>
<tr>
<th>RECEIPTS</th>
<th>Operating Fund</th>
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<tbody>
<tr>
<td>Fund Bal. 5/31/70</td>
<td>$ 26,626.56</td>
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<tr>
<td>Memberships</td>
<td>370,472.51</td>
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<tr>
<td>Publications</td>
<td>326,567.40</td>
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<tr>
<td>Annual Conferences</td>
<td>236,480.49</td>
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<tr>
<td>Institutes and Small Conferences</td>
<td>11,520.74</td>
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<tr>
<td>Miscellaneous</td>
<td>3,529.85</td>
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<tr>
<td>Contributions</td>
<td>1,870.00</td>
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<tr>
<td>Interest Income</td>
<td>6,522.59</td>
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<td>Dividend Income</td>
<td>14.85</td>
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<tr>
<td>Membership List</td>
<td>14,193.85</td>
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<tr>
<td>Total Receipts</td>
<td>$971,172.28</td>
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<tr>
<td>Total Funds</td>
<td>$997,798.84</td>
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DISBURSEMENTS

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<tr>
<th>DISBURSEMENTS</th>
<th>Operating Fund</th>
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<tbody>
<tr>
<td>Publication Production</td>
<td>$189,320.81</td>
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<tr>
<td>Publication Handling</td>
<td>69,556.70</td>
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<tr>
<td>Promotion of Publications &amp; Membership</td>
<td>24,829.85</td>
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<td>Annual Conference - Direct Expense</td>
<td>74,387.55</td>
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<tr>
<td>Institutes and Small Conferences</td>
<td>7,099.64</td>
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<td>Committees and Meetings</td>
<td>61,792.55</td>
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<td>Program Development</td>
<td>46,242.96</td>
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<td>Field Services</td>
<td>6,417.26</td>
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<tr>
<td>Salaries &amp; Employees Benefits</td>
<td>408,061.55</td>
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<tr>
<td>Other Operating Expenses</td>
<td>63,359.35</td>
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<td>Office Equipment</td>
<td>1,733.09</td>
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<td>Miscellaneous</td>
<td>10,597.17</td>
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<td>Transferred to Building Fund</td>
<td>25,000.00</td>
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<td>Total Disbursements</td>
<td>$988,398.48</td>
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<tr>
<td>Excess of Receipts over Disbursements</td>
<td>$ 7,773.80</td>
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<tr>
<td>Fund Balance August 31, 1971</td>
<td>$ 9,400.36</td>
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1/ Included in Annual Conference Income is a settlement from insurance company of $50,374.93 representing a claim for loss of income due to a strike at the San Francisco Conference.

Summary of Fund Balances

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<tr>
<th>Fund Balances</th>
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<tbody>
<tr>
<td>Operating Fund</td>
<td>9,400.36</td>
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<tr>
<td>Permanent Fund</td>
<td>165,182.41</td>
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<tr>
<td>Importance of People Fund</td>
<td>975.17</td>
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<tr>
<td>Building Fund</td>
<td>78,531.79</td>
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<tr>
<td>Total all Funds</td>
<td>$254,089.73</td>
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SECONDED by Dr. Ponder. MOTION CARRIED.
Revised Budget for 1971-72

Dr. Wilhelms presented the revised budget to the Council, and gave a step-by-step rationale for each category. There were two questions considered in viewing the budget: 1) How do we get through the rest of this year, and 2) how will the budget look for next year? Dr. Wilhelms recommended that in order to clear the books and not to stop program and publications, ASCD should cash some of the securities it has.

MOVED by Dr. Prymier that ASCD attempt to borrow $100,000 from ASCD members to be repaid within five years.
SECONDED by Dr. Davis.

In the discussion that followed, it was indicated that other alternatives and additional mechanism would be needed to raise money, and that if the Association continued to depend upon membership, conferences, and publications, ASCD would be faced with the same dilemma each year. An alternative to this situation would be grants.

MOVED by Dr. Greene that we table Dr. Prymier's motion until we examine other alternatives for raising money.
SECONDED by Mrs. Fields. MOTION CARRIED.

Dr. Loving appointed a subcommittee consisting of Dr. Greene, Mrs. Fields, Mrs. Link, and Dr. Ponder to meet and report back later to the Council additional options and/or alternatives for raising money.

Mrs. Unruh suggested that before the Council looks at the options, they look at the assumptions, namely: 1) we are going to be considerably in the hole; 2) we have got to raise money; and, 3) we can only raise money if we are seen as an Association on the move. Mrs. Unruh stated she would loan ASCD money if she got the impression from the membership that the Association was an organization 'on the move,' and that the management function as well as the publications function needed to be considered.

a. Subcommittee Report on Alternatives for Raising Money

Mrs. Fields reported the following suggestions of the subcommittee:

1. Borrow from ASCD members up to $100,000.
2. Use part of the reserve fund to wipe out any deficit and then rebuild reserve.
3. Moratorium on employment of additional personnel.
4. No raises or increments.
5. Abolish selective positions.
6. ASCD fellows program.

Mrs. Fields reconfirmed that something must be done about the present financial deficit, but at the same time the Association needed to think in long-range terms and deeply significant areas.
The staff was asked for other ways in which expenses could be reduced. Dr. Wilhelms responded that after the Annual Conference there could be a cut in staff, and that during the slow period of the summer further reductions could be made, amounting to about $10,000. An alternative suggestion was that during the summer months perhaps the various institutions represented by the Council members could pick up some of the national staff, thereby decreasing salaries and related expenses.

MOVED by Dr. Frymier that ASCD adopt a zero deficit operating budget.
SECONDED by Dr. Davis. MOTION CARRIED.

MOVED by Mrs. Unruh that a negotiating group of the Executive Council be established for the purpose of determining how the Association could adopt a zero deficit operating budget and to report back at a later time.
SECONDED by Dr. Greene. MOTION CARRIED.

Dr. Loving appointed the following persons to the subcommittee:
Mrs. Unruh, Chairman, Dr. Frymier, Dr. West, and staff members Dr. Atkins and Dr. Wilhelms.

b. Subcommittee Report on Revised Budget for 1971-72

Mrs. Unruh reported the subcommittee came up with the following suggestions:

1. Borrow $50,000 from ASCD members or a bank with an investment structure as security.

2. Reduce allocation for State Unit Presidents' meeting from $6,000 to $1,500.

3. Decrease salary category by $25,000 either by dismissing or furloughing employees.

MOVED by Dr. Frymier that the Revised Budget for 1971-72 be presented to the Board of Directors.
Seconded by Dr. Ebersole. MOTION CARRIED.

American School Health Association Proposal

Mrs. Link reported on the American School Health Association's efforts to work with the Bureau of Narcotics and Dangerous Drugs (a part of the United States Department of Justice) in strengthening programs in law enforcement education both in schools and communities. ASHA, located in Kent, Ohio, produced a model curriculum guide, Teaching About Drugs: A Curriculum Guide K-12
which has been distributed to school systems both in this country and abroad. Mrs. Link stated the Guide has a total health approach — one of the few documents that is not just looking at drug abuse. (Mrs. Unruh indicated that her school district had already purchased the Guide.)

On February 29, 1972, Dr. Glenn Knotts, Executive Director of the American School Health Association, submitted a proposal to the Bureau of Narcotics in which ASHA would 1) create and bring to the point of production curriculum materials (such as audio-cassettes, transparencies, and printed materials) to be used by teachers, students, and community law enforcement agents, and 2) develop a built-in feedback system from students, teachers, parents, and community.

Mrs. Link and Dr. Phillips of Kent State University contacted Dr. Atkins for the purpose of ascertaining whether the Association would be interested in participating jointly in stage one of ASHA’s proposal to be funded by the Bureau of Narcotics and Dangerous Drugs, and secondly, if ASCD would be willing to sell the curriculum guide on a consignment basis. Funding was proposed on the basis of $50,000 for stage one and $15,000 for stage two of the proposal.

After considerable discussion, the following motions were made:

MOVED by Dr. Frymier that ASCD establish a relationship with the American School Health Association for the purpose of implementing stage one of their proposal, i.e., planning and developmental activities and production of curriculum materials and related services. 
SECONDED by Mrs. Unruh.  MOTION CARRIED.

MOVED by Dr. Davis that ASCD proceed to negotiate with the American School Health Association for cooperating and exploring with them in the selling of their curriculum guide, Teaching About Drugs: A Curriculum Guide K-12, as outlined in stage two of ASHA’s proposal to the Bureau of Narcotics and Dangerous Drugs dated February 29, 1972.

Mrs. Link inquired as to how this relationship would become operational, and suggested the creation of a task force or working group to include Drs. Phillips and Knotts.

MOVED by Dr. Loving that Mrs. Frances Link be appointed chairman of a committee to cover both aspects of the proposal of the American School Health Association, along with Dr. Phillips and whatever additional person the Executive Council chooses, and that one member of the Executive Council act as liaison with this committee to implement the job.
SECONDED by Dr. West. MOTION CARRIED.
Policy on Relationships with Other Groups

Dr. Greene presented to the Council for their consideration and action a statement developed by the subcommittee on Policy on Relationships with Other Groups (Drs. Greene, Davis, Della-Dora, and Atkins.) After discussion by the members of the Council, especially item 5 concerning conflict of interest by ASCD members, the following motion was made:

MOVED by Dr. Greene that the Executive Council adopt the "Policy on Relationships with Other Groups" as amended during this meeting as follows:

Policy on Relationships with Other Groups

ASCD recognizes both the necessity and the desirability of working cooperatively with different groups for different purposes in carrying out its program. The policies below should apply to the arrangements made to define formal relationships at four levels: membership or affiliation, advisory cooperation, co-sponsorship, and endorsement.

1. Groups with whom ASCD may enter into cooperative relationships should share some common purposes with ASCD and the contemplated activities should act to further ASCD priorities.

2. Proposals for arrangements should be authorized by either the Executive Council and/or the Board of Directors after analysis and recommendation by the Executive Secretary. (When needed, the officers of the Association may act in place of the Council.)

3. All cooperative arrangements with other groups should be in writing, specifying:
   a. The nature of ASCD commitment (staff time and financial)
   b. The duration of the arrangement (termination date)
   c. The statement of benefits accruing to ASCD, both in terms of educational outcomes and financial income
   d. The establishment of review date(s).

4. A periodic review of arrangements, as needed, should be made by the Executive Secretary with subsequent recommendations by him to the Executive Council. Review and recommendations must be undertaken at termination date of each arrangement.

5. Where arrangements are made cooperatively with professional groups or contemplated with profit-making groups, ASCD members must avoid conflict of interest. Those persons with vested interest in the profit-making groups in the above category must abstain from voting to establish the relationship.
6. Report of the status of each cooperative relationship should be included in the Executive Secretary's Annual Report.

SECONDED by Mrs. Fields. MOTION CARRIED.

Proposed Budget for 1972-73

Dr. Wilhelms reviewed with the Council members, item by item, the proposed 1972-73 budget to be presented to the Board of Directors for their consideration. The Council was in general agreement on the budget presentation.

Council on Black Concerns

Charles Townsel, Chairman of the Council on Black Concerns, expressed some concerns of the group to the members of the Executive Council.

Dr. Townsel stated he would hope ASCD would take scheduling into consideration when planning for future conferences. It was costly to come from San Francisco to Atlantic City in February for the AASA Convention and then to return to Philadelphia from the West Coast in so short a period of time.

The outgoing President did not receive the kind of press coverage that an outgoing president of this kind of organization should receive at conference time.

Dr. Townsel indicated that two years ago ASCD's Executive Secretary wrote a letter asking exhibitors to emphasize black publications at the Annual Conference. James Banks' Study on Self-Concept, which was referred to in the Annual Conference Program, was not exhibited at the Conference. Dr. Townsel again expressed concern over the lack of black articles and publications in the exhibit area.

Dr. Townsel also felt that George Norman's 'Black Odyssey' exhibit was not situated in an area where everybody participating in the Philadelphia conference could view it. He indicated that he had been at the conference for five or six hours before seeing the exhibit.

The major problem that seems to be affecting the Philadelphia Schools is 'gang wars.' Dr. Townsel suggested looking at the local problems of the school district as these affect other children and give the local people some assistance in helping them to eliminate the problems which they consider major. Dr. Townsel did not feel that the action labs and special sessions dealt with the major problems as they had been defined by the Council on Black Concerns in Philadelphia during the past year.

Dr. Townsel explained that the Council is quite concerned about its status in ASCD. Members of the Council have learned that the Working Groups will now be ad hoc groups. Dr. Townsel pointed out the need for a Council
on Black Concerns, and that the group should continue with the status of a Working Group responsible to the Executive Council, rather than as an ad hoc committee. The Council on Black Concerns would hope ASCD would reconsider this decision, and that the Council would have the necessary financial backing to assure its success.

Executive Council Spring Meeting

MOVED by Dr. Ebersole that the Spring meeting of the Executive Council be held May 6, 7, 8, and 9, with arrival on the evening of Friday, May 5 in time for a working session, departing noon on Tuesday, May 9, 1972.
SECONDED by Mrs. Fields. MOTION CARRIED.

[Meeting to be held in Washington, D.C.]

Educational Leadership Themes

Dr. Leeper reported that the themes for Educational Leadership for the 1972-73 publication year, as recommended by the Publications Committee, were distributed to the Executive Council, Board of Directors, and Review Council this past December for reactions, comments, and suggestions for writers.

President Frymier noted that the themes for the March, April, and May 1973 issues of Educational Leadership are decided almost two years in advance of publication, and would it be reasonable to build in some blank spaces so that the Association would have the opportunity to be more sensitive to areas of interest as they develop. The importance of sounding out the membership was also noted. Dr. Leeper indicated the staff tried to work as close to a deadline as possible and tried to make the themes as timely as possible - this is why we need input from the Council and why the materials are presented to the members.

MOVED by Dr. West that we approve the themes for Educational Leadership for 1972-73, as submitted by the Publications Committee, as follows:

October:  "Protest and Conflict: Why?"
November: "Using Resources at the Local Level"
December: "Education for Career Development"
January:  "Curriculum Management: A Panacea?"
February: "Shifts in University/School Role"
March:    "Innovation as an Ongoing Process"
April:    "Whatever Happened to Curriculum Content Revision?"
May:      "Methods That Can Make a Difference"

SECONDED by Dr. Davis. MOTION CARRIED.
Conference Planning Committee

Mrs. Bette Treadwell, Chairman of the Conference Planning Committee for 1973, reported that the committee had met several times during the past few days in Philadelphia, and she felt they were productive in terms of looking at the Minneapolis Conference. At the moment they had no real specifics — more on the line of global concepts. The 1973 Conference will have a triple thrust approach: 1) work in an area of educational strategies by offering models dealing with curriculum; 2) social issues as they affect curriculum; and, 3) staff development as re-defined by U.S. Office of Education in the renewal centers.

Mrs. Treadwell presented the following criteria for consideration by the Executive Council:

* Requested the 1973 Conference start on Saturday rather than Sunday. Most people are off that day which would mean more persons would have an opportunity to register, resulting in more income.

* Requested adding two consulting positions to the Conference Planning Committee for a period of one year. One person would be chairman of the local arrangements committee, and the other individual would be a minority person from the Minneapolis/St. Paul area.

* Requested the first Conference Planning meeting be held in Minneapolis on April 13, 14, and 15, and that President Frymier attend.

* The Committee would like, in writing, what other criteria are used in selecting conference sites and what criteria are used in the selection of persons for the Conference Planning Committee. The Committee would like a wide representation of ASCD membership on their group.

Mrs. Treadwell noted there was an absence or void of teachers from the Philadelphia area, and would like to push very hard to get the teachers from Minneapolis/St. Paul involved — perhaps by offering reduced registration. The Planning Committee was trying to incorporate ideas into the program that would attract and guarantee an attendance of 4,000 in Minneapolis.

MOVED by Mrs. Fields that the Conference Planning Committee be authorized to hold their first planning meeting in Minneapolis.
SECONDED by Dr. Ponder. MOTION CARRIED.

In the discussion that followed, it was agreed that the first meeting of the Conference Planning Committee would be held in a more centrally
located city (like St. Louis) for economy reasons, and that $1,500 would be allocated for this session. There would be no further meetings of the Planning Committee until after August 31, 1972 when the Association would be in a better position to determine its financial status.

Approval of Minutes of Arlington and Airlie House

MOVED by Dr. West that the minutes of the meeting of the Executive Council held in Arlington, Virginia, in October 1971 and the minutes of the special meeting held at Airlie House in January 1972 be approved. SECONDED by Mrs. Unruh. MOTION CARRIED.

Supplementary Budgets for 1972-73

There was continued discussion of the 1972-73 budget presentation made at the Board of Directors meeting. It was agreed that the proposed budget was a realistic budget, but one that would curtail activity throughout the year. If other sources of income were to materialize, some added expenditures would then be possible. Consideration was given to the idea of an austerity budget as proposed and a supplementary budget to be used if the financial situation should improve during the 1972-73 fiscal year.

MOVED by Dr. West that two additional proposed budgets be prepared by the administrative staff besides the one that was authorized by the Board of Directors. The first additional proposed budget would include itemized increases in the initial budget in priority order as specified in categories by the Board of Directors. The second additional proposed budget would include itemized reductions in priority order as determined by the administrative staff up to about the total amount of the increases in the first additional proposed budget. Quarterly reviews of the budget status are to be held between the administrative staff and the Executive Council or a duly authorized subcommittee appointed by the Executive Council. Appropriate adjustments in the budget would be recommended to the Executive Council by the subcommittee for consideration and approval, or the Executive Council would take direct action to consider and approve these adjustments. SECONDED by Dr. Davis. MOTION CARRIED.

Establishment of Standing Committees of the Executive Council

Dr. Frymier presented a plan for organizing the Executive Council into standing committees to expedite the work of the Council. There was considerable discussion as to the advantages and disadvantages of such a plan.
MOVED by Dr. Loving for the establishment of three standing committees to serve for this year to cover the categories of Finance, Program, and Publications.
SECONDED by Dr. Ponder. MOTION CARRIED.

The standing committees were organized as follows:

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Program Thrust for 1972-73

Discussion developed concerning the implementation of the program that was presented to the Board of Directors, and how it would be tied to the 'priorities for action' in order that the Council would not convey the idea they were starting all over again. Consideration also needed to be given to how the present program would relate to the ad hoc groups.

MOVED by Dr. Ebersole that we proceed with the development of the program for 1972-73 - the chronology and the way of reporting by the sub-committees - and that in the presentation for examination by the Executive Council and the Board of Directors that those items which relate to the 'priorities' be so designated.
SECONDED by Mrs. Fields. MOTION CARRIED.

Dr. Frymier presented a time-line which he developed for the implementation of the 1972-73 program as follows:

1. By March 20, roughed out proposals would be sent to the Executive Council for their consideration, reaction, etc.

2. By April 5, these proposals would be returned to the national office to be refined, reworked, and redeveloped.

3. By April 12, the product would be mailed out to the leadership people of the ad hoc groups for their consideration.

4. By April 26 the national office should have the reactions of the ad hoc groups.
5. Between April 26 and the May meeting of the Executive Council, a final proposal would be developed and made available to the Council for their consideration and action.

MOVED by Dr. Davis that the time-line as outlined by Dr. Frymier for the handling of the development of the program for 1972-73 be adopted.
SECONDED by Dr. Ebersole. MOTION CARRIED.

Dr. Frymier stated that, as he sees it, the remaining position for this fiscal year is the curtailing of the working groups that were commissioned for this year. In the Revised Budget for 1971-72, $10,229.73 was reinstated in the program category and the Council now has two choices: 1) decide, at this time, how to spend the money and simultaneously decide to cut the working groups off, or invite the working groups to submit proposals for next year; and, 2) consider this matter at the May Council meeting when we will know if, in fact, we will have $10,000 for program development.

Mrs. Fields pointed out that at Airlie House, the Executive Council curtailed budget not program.

Dr. Frymier suggested, then, that the Council not do anything with the $10,000 because there is no guarantee the money will be available, but that in the meantime the working groups continue; and, that the standing committee on program develop between now and the May meeting - in addition to any other areas they are working on - a coordinated program proposal. Should the allocated funds be available, when the Executive Council meets in the Spring, a decision could be made then as to how the money would be spent and at the same time consider the proposal on the existing working groups.

Mr. Stodghill indicated that the present working groups are carrying out their assigned tasks.

MOVED by Mrs. Unruh that the Standing Committee on Program will get status reports of the working groups (which includes the CCC's, Oppressive Practices, subcommittee on grants, and any others that bear on program), combine them with the program planning efforts of the Executive Council and the Board of Directors, plus the plans for the 'Schools for Tomorrow,' and present to the May session of the Executive Council for consideration a coordinated plan for this fiscal year ending August 31, 1972 and the next fiscal year ending August 31, 1973.
SECONDED by Dr. Ebersole. MOTION CARRIED.

Incorporation of ASCD

Dr. Atkins reported that at the time of the Reston purchase, the question arose concerning incorporated and unincorporated associations. The fact that
ASCD was unincorporated did not pose a problem, at that time, because an unincorporated organization could appoint a trusteeship to hold the land. In the meantime, Dr. Atkins had been asked to inquire further about what unincorporated means. The attorneys for the Center for Educational Associations (Reston) indicated that in terms of running a business there is very little difference. However, if an organization is unincorporated, the officers of the association are chargeable with the corporate debts of the organization. If an association is incorporated this does not hold true. Dr. Atkins indicated it was very easy to incorporate. As a result of the recent Tax Reform Act, the IRS has become a little more picky about this sort of action; however, the tax status of ASCD would not change significantly and the Association would still continue as a non-profit organization. Dr. Atkins recommended that ASCD wait until May to incorporate, but that in the meantime he would get all the legal documents in order.

MOVED by Dr. Shane that we take steps to begin incorporation of ASCD.
SECONDED by Dr. Davis.

MOVED by Dr. West to amend the original motion to begin incorporation of ASCD assuming there is no major change in the financial status of ASCD.
SECONDED by Dr. Norris. MOTION CARRIED.

Unit Presidents' Meeting

The Revised Budget for 1971-72, as approved by the Board of Directors, allocated $1,500 for the Presidents' leadership meeting. But after considerable discussion, there was reason to believe that this amount would not cover the cost of such a meeting. Dr. Wilhelms stated that he had met with about 16 of the state unit Presidents during the Conference and asked them, in view of ASCD's financial situation, if they would be willing to contribute to the financial support of the meeting. It was suggested that the meeting be held in a central location, like the airport facility at St. Louis, and that each unit contribute $150 into a common fund with the larger and more affluent states being asked to contribute $250. The less prosperous affiliates would be asked to pay what they could, and ASCD would simply pick up the difference.

MOVED by Mrs. Fields that the State Unit Presidents be questionnairied to ascertain whether they are willing and able to pay at least $150 into a common fund; that the larger more prosperous units be asked to contribute $250; that the smaller, less prosperous states be asked what they can pay; and, that the Executive Secretary be authorized to call such a meeting if the total funds to be contributed plus $1,500 from national ASCD will meet the full costs of the meeting.
SECONDED by Dr. Loving. MOTION CARRIED.
Travel Policy

Dr. Frymier recommended the Executive Council establish a new policy regarding travel expenses. He suggested the Council go on a per diem basis of $24 plus transportation. Any other costs would be borne by the Council member. Dr. Loving felt the matter was an administrative one and that the Council should work with the national office concerning a revised travel policy. Mrs. Fields suggested that an ad hoc committee work with the data presented and come up with some suggestions for a revised travel policy.

Recognition

Mr. Stodghill suggested that a letter of recognition be sent to Dr. Marie Fielder commending her for such a significant contribution to the Conference.

Resolutions

It was decided that the Resolutions to be presented to the membership, as a result of the Annual Business Meeting on Tuesday, March 5, would be printed in the May issue of Educational Leadership. Two mailing tapes will run for the May issue - one for individual members and one for institutions and subscribers. The individual members only will receive an insert with a return ballot in their copy of the Journal. On this form they can record their vote on the Resolutions and mail it back to the national office.

Adjournment

MOVED by Dr. Loving that the meeting be adjourned at 12:45 p.m., on Thursday, March 9, 1972.
SECONDED by Mrs. Fields. MOTION CARRIED.