Minutes of Executive Council Meeting

Washington, D.C.
May 6, 7, and 8, 1972

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ATTENDANCE

Executive Council

Jack R. Frymier, President ASCD; Harold G. Shane, President-Elect; Alvin D. Loving, Sr., Past President; O. L. Davis, Jr.; Benjamin P. Ebersole; Audrey Norris; Elizabeth S. Randolph; Glenys G. Unruh; and, Jeff West.

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; Sarah Arlington, Conference Programmer; and, Jacqueline C. Boffa, secretary.

Visitor

Mrs. Bette Treadwell, Chairman, 1973 Conference Planning Committee.
MINUTES OF EXECUTIVE COUNCIL MEETING

NEA Building
Washington, D.C.

May 6, 7, and 8, 1972

The meeting of the Executive Council was opened unofficially by
President Frymier on Saturday, May 6, 1972 at 9:00 a.m., at the NEA Building,
Washington, D.C. In the absence of a quorum, Dr. Frymier asked for suggestions
on how to handle the business of the Association. There was agreement among
the Council members that they would proceed with business as usual, and that
as other members arrived they would be advised of any actions taken and asked
for their ratification.

1. Approval of Minutes of Philadelphia Meeting

MOVED by Dr. Davis that the minutes of the
Executive Council meeting held at Philadelphia
in March 1972 be approved.
SECONDED by Mrs. Randolph. MOTION CARRIED.

2. Report of Standing Committee on Finance

a. Revised Budget for 1971-72

Dr. West, Chairman of the Standing Committee on Finance indicated he
had reviewed the budget material prepared by the staff, and asked that
Mr. Stodghill present the report and highlight the various items, after
which he would give his reactions and comments. The budget report ap-
pears on the following page with footnotes to explain each category.
# ASCD Proposed Budget

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<td><strong>RECEIPTS</strong></td>
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<td>$573,949.70</td>
<td>$177,654.93</td>
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**Receipts**

1/ There has not been the kind of yield expected from the Board of Directors' membership drive – ASCD gained substantially less than the 1,000 new members anticipated.

2/ Projected income (April 21-August 1972) from the sale of publications is $53,000 which falls about $24,000 short of expected revenue.

3/ Annual Conference income exceeded expectation by approximately $7,000.
$10,970 should hold - the $2,500 coming as a result of ASCD-ELI co-sponsored conferences.

Sale of membership tapes should bring in the $564.45 needed to meet the expected income.

Investment income is a relatively fixed amount which should hold.

Have not borrowed the $50,000 although this amount is included in the present budget.

**Disbursements**

Figure of $161,603.22 does not reflect the cost of publishing Art Comb's booklet which should come fairly close to the expected disbursement of $165,957.98.

This figure will probably go upward.

All of the monies approved for this category at Philadelphia have not been utilized and the figure still stands.

Anticipated an expenditure of almost $95,500 when, in fact, the amount was $84,000 thus resulting in a savings of approximately $11,000.

This is a fixed figure.

May come under budgeted amount, but approximately $5,900 will be required for the May Executive Council meeting.

Another $500 may be needed between now and August for slide tape presentations.

It is expected that the President and others might want to take a trip to state meetings and other ASCD related activities.

This category reduced as a result of action taken at the Annual Conference in Philadelphia by $25,000.

This is a variable item and hopefully $67,500 will take care of the expenditures for the remaining fiscal year.

The Walkie-Talkies comprise the bulk of the expenditures for this category. They were purchased cooperatively by AASA, NASP, NAESP, and ASCD; they are expensive units, but as the Association grows the equipment will become increasingly valuable.

Cassettes and tapes from the Philadelphia conference will be included in this category and will run approximately $500.

Do not anticipate spending any more on the item - "Interpretations."

In brief, assuming the Association borrows $50,000, ASCD will still be about $15-20,000 in debt (actually $65,000).

Dr. West commented that there are two basic ways of looking at the data for a budget projection - the internal financial history of an organization and the external influences. School budgets across the country are being drastically reduced and Dr. West suggested that perhaps a survey of the budget actions for the 1972-73 school year by large city school systems be made in order to determine what impact these reductions could have on the Association's activities for the next fiscal year - particularly with reference to publications/exhibitors at the Annual Conference in Minneapolis.
MOVED by Dr. West that the Executive Secretary be authorized to explore and implement, if practical, a study of external influences on the ASCD projected budget through a survey of the budget actions for the 1972-73 school year by large city school systems. In the event this is impractical and cannot be done within the time requirements of ASCD budget projections, that Dr. West would make a similar study, and that Dr. Frymier would make a determination whereby the results of this study would be evaluated and appropriate adjustments made on the projections. SECONDED by Dr. Shane. MOTION CARRIED.

It was suggested that the Executive Secretary contact organizations like NSPRA and Education U.S.A. who have conducted similar surveys in the past, and that the data be collected as quickly as possible in order to be able to make a responsible decision.

Dr. Shane inquired if the Permanent Fund represented investment income. Dr. Wilhelms responded it did and that the present market value of these securities is approximately $140,000. The amount deposited in the Permanent Fund represents an amount equal to one-half of the membership income. Many years ago, the Executive Committee had felt this Fund would act as a cushion in case of liquidation - this notion was never formalized by Board action.

MOVED by Dr. Shane that the Executive Secretary be authorized to obtain funds as needed, rather than in a lump sum, and not to exceed $75,000 as follows:

By selling selected items in the Permanent Fund not to exceed $50,000 of the total holdings and/or,

Borrowing from appropriate agencies including banks and other low interest sources. SECONDED by Dr. West. MOTION CARRIED.

It was noted by Council members that this is the first time the Executive Council has decided to borrow from the Permanent fund rather than from a bank. Dr. Frymier suggested that long-term thinking be applied to the budget and that, perhaps, $10,000 be deposited each year in the Permanent Fund - not to be touched.

The President-Elect indicated as he viewed the situation, the deficit arose from overestimating income. In addition, the pledge by the Board of Directors at Philadelphia for each director to obtain five new members had fallen considerably short. Clark Dobson reported that his most recent hand count revealed a total of 88 new members as opposed to a pledge of 1,000.
Mr. Stodghill recommended that the staff prepare a quarterly financial report for submission to the Council members. Dr. Atkins indicated that when the budget is mailed to the Board of Directors in July, he plans to prepare an elaborate statement to back up the figures which will be submitted at that time.

MOVED by Dr. Loving that the national office supply the Executive Council with a quarterly financial statement.
SECONDED by Dr. Norris. MOTION CARRIED.

It was suggested by Dr. Shane that someone make a study of the dropout situation to find out who drops out, the reason, and then try to contact a person who might know the dropout for the purpose of putting the 'squeeze' on the dropout to rejoin the Association. Another source of additional members might be to contact AASA to ascertain which of their members do not belong to ASCD. Also, someone might check who among the Superintendents is not an ASCDer, and then a personal letter could be written to each one inviting them to join the Association.

Dr. Shane proposed that the three Presidents plus the Finance Committee meet at least one day prior to the October meeting for the purpose of reinvestigating whether or not the assumption of interest payments on one-half million dollars is prudent.

3. 1973 Conference Planning Committee Report

a. Approval of Theme and Format

Mrs. Bette Treadwell, Chairman of the 1973 Conference Planning Committee, reported on the results of the first Planning Committee meeting held April 21-22, 1972 at St. Louis. The Conference is designed for individuality with the hope of attracting as many ASCD members as possible to Minneapolis. Under the general theme of "Curriculum for Individuality," the Conference will have a three-thrust approach: (1) Alternatives for Schools of Tomorrow; (2) Supervision and Curriculum Improvement for Transition; and, (3) the Sociological, Economic, and Political Realities of Curriculum Development. Thrust I will include two or three assemblies, ten action labs, 40-50 special sessions, and an undetermined number of study groups. Thrust II would include one assembly, 15 action labs, 30-40 special sessions, 10-25 study groups, and 2-3 seminars. Thrust III will be developed to include five assemblies, 11 action labs, 12 special assemblies, ten seminars, and an undetermined number of study groups. The conference topics are subjects that can best be transmitted to the people. The participants will get some training models and be involved in training sessions so that when they return to their areas of interest they will have something useful to work with. There are many informational models and materials in the field of supervision and curriculum and, therefore, the Conference Planning Committee is opting for more special sessions.
When invitations are extended to the people who are going to carry on the activities of the Conference, the Conference Planning Committee plans to request that the leaders stress in their presentations reference to the theme, i.e., that somehow the individual learner be the focus whether in the training sessions or in the discussion groups.

The Council members expressed concern that there may be a probable imbalance in the structure of the 'thrusts.' For instance, Thrust I has two or three assemblies, Thrust II has only one, and Thrust III is proposing five. This could result in over-popularity of Thrust III, particularly if the five assemblies feature powerful speakers. In terms of overall organization, the Council believes it would be wiser to consider a comparable number of assemblies for each Thrust.

Mrs. Treadwell indicated the Committee would like to make certain a large number of people turn out on the first night and suggested obtaining a 'big name' for the opening session. However, the Planning Committee was also trying to plan a conference that would provide opportunities for increased visibility of ASCDers. The Executive Council felt it was very important that the participants have the opportunity to see and hear the President at the Conference, and recommended that Dr. Frymier present the opening address. He would focus his remarks primarily on the theme, "Curriculum for Individuality," but also talk about the Association in terms of past accomplishments and plans for future direction.

Speakers suggested for the Second General Session were Wilson Riles and Sidney Marland. An appropriate topic might be, "Developments in School Finance to Insure Development of the Individual." Don Davies would be an excellent alternate keynoter. Grant Venn, Associate Commissioner of Education, was also suggested as a speaker on the topic of vocational education which has new life for curriculum...the phasing of children out of school between the ages of 15 and 16, and then re-entering at various times throughout their adulthood.

Mrs. Treadwell suggested a woman speaker for the luncheon meeting. Such persons as Shirley Chisholm, Martha Griffith, Patricia Harris, Louise Berman, Frances Link, Glenys Unruh, Bernice Wolfson, Margaret Gill, and Muriel Crosby were mentioned. It was agreed that if Mrs. Chisholm accepted an invitation to speak at the Wednesday luncheon, she could select her own topic, but that the Conference Planning Committee would inform her of the conference theme on individuality.

Mrs. Treadwell summarized the topics for the General Sessions as follows:

- **Saturday:** Curriculum for Individuality
- **Sunday:** Developments in School Finance to Insure Development of the Individual
- **Monday:** Business Meeting
- **Tuesday:** Personalized Teaching for Individualized Learning
- **Wednesday:** Annual Luncheon
MOVED by Dr. Davis that the general theme, thrust, and format for the 1973 Annual Conference be approved.
SECONDED by Mrs. Randolph. MOTION CARRIED.

Mrs. Treadwell presented two other items for the consideration of the Executive Council: (1) recommendations for replacements on the Conference Planning Committee, and (2) a statement of the relationship between the Conference Planning Committee and the General Arrangements Committee. These reports were distributed to the Council members.

Dr. Frymier and the other Council members expressed concern about the over-abundance of labels for the small-group activities, e.g., special sessions, action labs, assemblies, etc., and wondered if the participants would recognize the differences in styles and formats for the various types of sessions. The Council recommended that all small group sessions be listed under one label with a descriptive statement of what format each group would have. For example:

Seminar 12. QUESTIONING STRATEGIES: RECENT RESEARCH, APPLICATIONS, AND NEW DIRECTIONS

This reporting session will be conducted as a symposium on questioning strategies including review of completed research.

Seminar 13. RELEVANCE IN CURRICULUM AND SCHOOL ORGANIZATION FOR THE 70's AND BEYOND

This demonstration session will present an analysis of programs and organizations relevant to the 70's and beyond.

Dr. Frymier emphasized the importance of the Conference Planning Committee building a program that people can understand as they move through it – one that is simple; one that pays attention to the people in supervision and curriculum; and, one in which the theme is conspicuous and visible throughout the program.

Dr. Shane indicated he would contact John Davis, Superintendent of Schools in Minneapolis, to obtain the cooperation of the Minneapolis-St. Paul School Districts, and to try to arrange for at least one Institute Day for the teachers during the 1973 Conference.

The Executive Council expressed their appreciation to Mrs. Treadwell for the hard work and thoughtful planning by the 1973 Conference Planning Committee.

4. Annual Conference Survey by Review Council

Dr. Frymier called to the attention of the Council members a random survey of 300 ASCD members, carried out by the Review Council at his request, in order
to clarify factors in the attendance decline over the past few years. President Frymier indicated he believed such information would be useful to the Executive Council in thinking about the forthcoming Minneapolis Conference and that the information from such a survey was needed now rather than later. It was noted that the Review Council made no recommendations based upon the sampling, and the survey did not support any preconceived notions. However, the questionnaire did not include why persons have dropped out of the Association.

5. Review of Ten-Year Study of Conference Attendance

A ten-year study of the Annual Conferences prepared by the Executive Secretary and Mrs. Sarah Arlington was presented to the Executive Council for their review. Basically, the study indicated that over the years conference attendance has been increasing. While the attendance at Philadelphia was slightly lower than the expected number, the income was appreciably increased probably due to the fact that registration fees were raised. The ten-year study proves that the Annual Conference is one of our best sources of assured income.

6. Additional Staff Proposals

a. United Press International

ASCD has been invited to serve as a consultant organization for the television news agency, United Press International & Independent Television News Ltd., in the preparation of a pre-school television series. Proposed outlines for each telecast would be submitted to ASCD for critical evaluation. UPITN would pay ASCD $1,000 per month for these services, and the agreement would continue for as long as the series is produced. ASCD would have a credit line on each of the TV programs, e.g., "curriculum ideas in cooperation with ASCD," and the series would be an income-producing item. The programs will be sponsored by a book company and not a cigarette or liquor company. Dr. Atkins has viewed the pilot film, in addition to Dr. Frymier and Dr. Loving, and indicated that UPITN honored each suggestion that ASCD made concerning the presentation.

Dr. Shane offered the following cautionary points as guidance for the Executive Secretary in negotiating the contract:

1. UPITN could send all of the scripts (65) in one month and, therefore, ASCD would only make $1,000 on the 65 films.

2. Discuss the opportunity to view the final scripts before televising.

3. Before signing the final contract, try to reach a decision with UPITN to see what can be done to utilize the money to strengthen the staff situation.
4. Would there be a possibility to negotiate with UPITN for an additional sum, say up to $500, for the purpose of ASCD employing a consultant, with that additional sum becoming part of the Association's operating expenses?

5. Provide for the inclusion of an 'escape clause' in the final contract.

Dr. Atkins suggested working directly with Mr. Maurice Schonfeld, Assistant General Manager of UPITN, to iron out the mechanisms which are both reasonable in terms of the number of programs that will be produced and also in relation to the number of people that would be involved, and what UPITN would promise to do with the subjects. If it appears to be an unreasonable or impossible venture, then Dr. Atkins would inform UPITN that ASCD is not in a position to serve as a consultant. However, if an agreement can be reached, the contract would be submitted to a subcommittee of the Executive Council for their concurrence before final execution.

MOVED by Dr. Norris that ASCD enter into a co-operative agreement with the United Press International & Independent Television News Ltd., to serve as a consultant in the preparation of a pre-school television series, and that consideration be given to the remunerative and legal aspects prior to entering into such an agreement.

SECONDED by Dr. Davis. MOTION CARRIED.

b. American Vocational Association

ASCD and the American Vocational Association have been approached by the Western Electric Fund to cooperate in writing a project proposal for possible funding. The area being considered is local staff development for career education (elementary and junior high). Dr. Atkins pointed out there is a great deal of money invested in this project and he would like to have the opportunity to pursue this matter.

MOVED by Dr. Ebersole that ASCD proceed in the cooperative development of a proposal for funding a project in career education between ASCD and the American Vocational Association.

SECONDED by Dr. West. MOTION CARRIED.

Dr. Shane requested to work with Clark Dobson on the development of this proposal with the American Vocational Association.

c. University of Kentucky - Curriculum Development Project in Career Education

ASCD has been asked to identify a national task force from its membership - and a staff liaison - to serve as a consultant group in the development
of curriculum guidelines in one phase of career education. Compensation will be provided for some staff time and for travel expenses for a meeting of the task force.

MOVED by Dr. Ebersole that ASCD pursue in a co-operative effort with the University of Kentucky, Curriculum Development Project in Career Education, to identify a national task force from ASCD membership – and a staff liaison – to serve as a consultant group in the development of curriculum guidelines in one phase of career education.
SECONDED by Dr. Davis. MOTION CARRIED.

d. Education Commission of the States

The Education Commission of the States has requested the cooperation of ASCD in developing ways of informing the educational community about the results of the National Assessment of Educational Progress report, and to provide feedback to the staff for improving its instruments and methods.

MOVED by Dr. West that the Executive Secretary be authorized to explore with the Education Commission of the States in developing ways of informing the educational community of the results of the National Assessment of Educational Progress report, and to provide feedback to the staff for improving its instruments and methods.
SECONDED by Dr. Ebersole. MOTION CARRIED.

7. Report of Standing Committee on Program

Dr. Ebersole, Chairman of the Standing Committee on Program, reported the Committee was starting with the assumption that program is fundamental to what ASCD is about, and that it is the curriculum for the Association. Some of the ideas which are presented in the 1972-73 Program Proposals report have come from the Executive Council, Board of Directors, and members...to clearly reflect what the members want from ASCD while they attend meetings, etc. Some of the types of services which ASCD might be able to offer its members are: publications, instructional packages, a clearinghouse directory, communication networks, touring groups (road shows), and consultants.

The 1972-73 program proposals are presented in three parts. The first concerns the Working Groups as developed by the staff. The second includes the "School for Tomorrow" and the "Oppressive Practices" projects. The third section is a compilation of ideas which reflect the kinds of concerns the Board of Directors identified as areas they would like to work in, groups they are presently working in, or areas needing attention. The program has been organized with the intent of being of greater service and value to the membership.
a. **Working Groups**

Dr. Ebersole recommended that the Working Groups be given a minimal amount of money to carry out their tasks for the remainder of the year. The Executive Secretary stated that some groups have completed their tasks, but there is some work that has to be completed by other Working Groups on the basis of the charge the Executive Council gave to them. Dr. Atkins added that he believed it would be inappropriate to cut the groups off particularly when many are so near the end of their assignments.

MOVED by Dr. Shane for:

1. The continuance of the current Working Groups - with the same membership in each - until the end of the current fiscal year (August 31, 1972) - or until current fiscal year 'work in progress' can be completed; and

2. That a nominal budget of $4,200 (averaging $300 each for the 14 Working Groups) be temporarily entailed for use, at the Executive Secretary's discretion, for completion of the Working Groups' activities; and

3. That the Executive Secretary request:
   a. A one or two-page summary of work completed to date;
   b. An estimated completion date;
   c. Any suggestions regarding possible ASCD income (e.g., a potentially wide-sale monograph or booklet) from the 14 Working Groups;
   d. Indicate the Executive Council's warm interest in possible future working group activities that would not deplete ASCD funds;

4. That responses from the Working Groups' chairmen be presented at the October 1972 meeting of the Executive Council which will then consider possible future policies regarding Working Groups.

SECONDED by Dr. Loving. MOTION CARRIED.
The Working Groups referred to in the foregoing motion are: Black Concerns, Goals for American Education, Negotiations and Middle Management - Staff Relationships, Occupational Development, Social Studies, Supervision, World Cooperation, Elementary Education, Emerging Adolescent Learner, Ethnic Bias, Humanities, Membership, Teacher Education, and Training Programs.

b. School for Tomorrow

Dr. Frymier reported on the status of the 'School for Tomorrow' project. Six teams consisting of two-three people each have been formed - one member is on the staff at The Ohio State University, and one or two other members are outside, mostly in the public school systems around the country. The on-campus group has instituted seminars devoted to the exploration of the ideas stimulated by the original paper. Each team has written a paper, basically a chapter of a book on: Purposes and Goals, Instruction, Evaluation, and Organization and Administration. They now have a first draft consisting of several major papers of about 50 pages each.

During the first week in April, the groups met for a two-day seminar in which they spent approximately three hours on each of the major papers and discussed them exhaustively. Each paper is now in the process of being re-written as a second draft. The teams have been charged to prepare a final manuscript consisting of about 300-400 typewritten pages - the deadline of which is May 1. As soon as the paper is completed, arrangements have been made with Louise Waldren, a technical editor, to edit the entire manuscript - which will then be retyped and ready by July 15.

Concurrent with the preparation of the manuscript, a relationship has been established with the Maplewood-Richmond Heights School in St. Louis in which their Board will spend about $12,000-$15,000 next year to implement this proposal. Bob Wagner is also going to produce 2-7 minute color films. In addition, Dr. Frymier has received two letters from commercial publishing houses (with a firm offer from the Charles Jones Publishing Company in Worthington, Ohio) to publish the work. Both publishing companies indicate they want to prepare the cassettes, movies, etc. Dr. Frymier indicated it was his intention that the 'School for Tomorrow' project be a money-making venture for the Association, and that all of the royalties from this publication will be paid to ASCD.

The Executive Secretary stated he felt it inappropriate for an Association to contract with a commercial company to publish someone else's work even though the project had its impetus under the Association, and suggested that the Chairman of the 'School for Tomorrow' project negotiate the contract. Dr. Frymier argued against this notion on the condition that ASCD would promote the project and, therefore, he would want some kind of commitment from the Association.

Dr. Frymier proposed that the $10,000 paid to the President of ASCD from the President's Discretionary Fund be allocated to him over the next fiscal year for the purpose of employing professional assistance and to use for instructional materials. This sum of money could be paid on the basis of
$2,000 a month, rather than a lump sum, and would be deposited in a development fund at Ohio State University. Dr. Frymier indicated he would like to establish the notion that the $10,000 will be a fixed cost and that the entire amount would be utilized for the 'School for Tomorrow' project. This would be a precedent because in the past no ASCD President has utilized the total sum. In response to the question if this would be a policy for future Presidents, Dr. Frymier replied that this policy of a fixed cost would be for his tenure only.

Dr. Shane expressed positive feelings about the project and indicated the Association would have a good opportunity to recoup a portion, if not all, of the $10,000 over a period of three to five years, and the project could be a fairly immediate source of revenue during Dr. Frymier's tenure. Dr. Shane indicated he hoped it would be possible to begin negotiations with a publishing company in the immediate future so that ASCD will have the benefit of Dr. Frymier's national prominence as President.

Other Council members supported the undertaking, but expressed concern about ASCD sponsoring a project that seems to be removed from the Association's basic concerns. Some members indicated they would like to see an outline of the book before publication.

Dr. Frymier concluded his presentation by stating the 'School for Tomorrow' proposal is not about a classroom, but rather talks about a school for tomorrow and not the school for tomorrow. Everything will be relatively new material and will constitute a major theoretical model of an alternative school which has been developed rather elaborately with a good set of practical materials on how to implement such a school.

MOVED by Dr. Ebersole that we proceed with the 'School for Tomorrow' project which would result in the publication of a book and the production of supportive, interpretative and implementation materials, both printed and non-printed, and that an agreement be negotiated by ASCD with a commercial company to produce this package, with all royalties going to ASCD, and that up to $10,000 from the President's Discretionary Fund be assigned to the project.
SECONDED by Dr. Davis.

MOVED by Dr. Shane to amend the foregoing motion to include further that legal advice be obtained in order to protect President Frymier and other parties involved.
MOTION TO AMEND CARRIED.

Dr. Davis suggested that perhaps the royalties received from the 'School for Tomorrow' book could be used to develop ways for obtaining additional funds for the Association.
c. Oppressive Practices Study

Dr. Frymier reported that at the Board of Directors meeting at St. Louis, a motion was adopted directing the Association to conduct a study of oppressive practices in schools. Since that time there have been four meetings of individuals and small groups on the study. The group has met only once as a total committee for two days which resulted in an outline of numerous items that the committee wished to employ. Dr. Robert Bills and Dr. Frymier met for two additional days for the purpose of refining the design, items of procedure, etc. James McDonald and James Raths then came to Columbus, at their own expense, for the purpose of reviewing the present outline and developing a proposal for presentation to the committee at the Annual Conference at Philadelphia in March. After further review, the proposal was finalized consisting of 240 items—three instruments with each instrument containing 80 items. The intent is to go into 500 elementary schools, 500 junior high schools, and 500 senior high schools to collect data from 45,000 children. The study will include the collection of hard data (i.e., test scores, specific instances, etc.,) and soft data (i.e., impressions, interviews, etc.) In addition, data will be collected from 1,500 teachers and principals. The committee would hope to conduct the survey in such a manner that there will be a random sampling of schools around the country.

The committee is now prepared to make arrangements with a printer for the preparation of an optical screen to produce 45,000 test booklets which will cost about $2,800. Another $3,000 will be needed to process the optical screen information. The printing should be finished by September 1.

Dr. Davis and Dr. Raths have agreed to select a random sampling of schools and to try to identify an ASCD person in each of the localities. Dr. Frymier indicated they plan to ask ASCD members to assist in the nation-wide study which would involve hundreds of ASCDers. The Committee to Study Oppressive Practices in Schools—which also plans to study impressive practices, too—plans to conduct about 15 regional one-day workshops in major metropolitan areas around the country. The workshops will be training sessions for those who agree to help in the data collection efforts. Workshop participants will learn about the conceptual basis of the study, the procedures, and will receive materials to accomplish the study in their own locality.

Dr. Loving pointed out that there are many superintendents around the country who would not permit the study to be made in their school because of the title. In discussions with members of the Board of Directors at Philadelphia, Dr. Frymier indicated many persons felt the title was negative and the committee was considering changing the name to 'Study of School Practices.' Dr. Shane suggested changing the title to 'Roads to Freedom in U.S. Education,' and indicated that perhaps funding could be obtained from such sources as the Ford Foundation and Danforth Foundation.

In view of the Association's financial situation, Dr. Frymier wondered if $6,000 would be available to make the study go, although $7,500 would be a more realistic figure. He spoke in favor of the project in that it honors the commitment of the Board of Directors, would generate the involvement and
enthusiasm of hundreds of ASCDers and in turn sensitize them to the problem, and produce information that is not currently available...new knowledge that will be available in a variety of ways that will be of real concern to many people. Dr. Frymier further indicated it was not his intention to disturb people, but to obtain good data in a most reasonable way.

MOVED by Dr. Ebersole that we proceed with the Oppressive Practices Study, and that $6,000 be allocated to complete this project as outlined and explained by President Frymier. SECONDED by Dr. Davis. MOTION CARRIED.

d. Clearinghouse Concept

Dr. Ebersole proposed the development of what may be called a 'curriculum directory' or clearinghouse. The Program Committee would select a number of concerns - maybe 12 to 20 - and determine if these are appropriate areas upon which to assemble information. Bibliographies would be developed which would include a list of sites (e.g., open classrooms, differential staffing, alternative schools, etc.), name of contact person, address, phone number, and a list of materials that are available on the various subjects and where to obtain them. The members of ASCD involved in curriculum would then have a central source of valuable information to which they could refer. The directory could be published in looseleaf notebook form and mailed to the membership. A decision would need to be made concerning which areas of interest money would be invested, and at what level of funding. Dr. Ebersole indicated the directory would be frequently updated, and he would hope that as the information is forwarded to the members they in turn would feedback additional materials to ASCD, thus forming a communications network.

Dr. Davis expressed the opinion that the directory appears to be another ERIC and that ASCD would not have the staff to handle such a voluminous task, and as a result the operation would fall apart because of its primitive operation. Dr. Ebersole pointed out that his experience has been that the public school systems want a simple reference source where they can locate a few examples, and that emphasis should be placed on actual activities going on in school systems. The majority of public school people do not look to the Association for help, and the Program Committee is trying to encourage them to do so by developing this curriculum directory. An appropriate role for a national association is to provide this sort of reference; however, at the present time ASCD cannot supply its membership with this service. In addition, this would be a new role for the Association: supplying reference sources quickly, reproduced in an inexpensive format, and on timely subject matters. The directory is not meant to be a qualitative judgment, but purely a service to the membership, one that merely lists information.

Dr. Norris supported the idea but pointed out, through past personal experience, that several of the problems ASCD might incur would be: (1) whether or not a person would permit you to list him; (2) the time it takes
for the central source to funnel the information out; and, (3) how to handle the volume of material and information which will be generated.

Dr. Frymier suggested identifying about eight problem areas and eight persons to serve as chairman of each group. These chairmen would meet one time to develop a format. In turn, the eight chairmen would meet with their own committee members (with the understanding there would be no money available for future meetings) for the purpose of developing and devising a process for handling the materials. In order to obtain the topics of interest and to help identify the people to serve on the initial task forces, Dr. Atkins suggested that an invitation appear in the October issue of Educational Leadership. It will then probably take eight to ten months to see any results. But by the time of the Minneapolis Conference, the Council should have a clearer picture as to whether the clearinghouse concept would work or whether there would be stacks of materials as had been suggested previously.

e. Road Show

Dr. Frymier expressed interest in the notion of traveling training sessions - running the same program all over the country. The program could be a one-day conference, nine hours long, consisting of one hour of overview and four two-hour intensive training sessions of 45 minutes of input and 1:15 minutes of output, accommodating 50 or more persons. The road show would require little or no preparation on the part of the staff, and would provide a service to the members. Perhaps the training sessions could be done in collaboration with the state units which would give visibility to the affiliates. These conferences might be sold as a package to a school district for $1,000, with all the revenue going to ASCD, or charge the conference participants a minimum of $20 per person.

In summarizing the Program Committee's report, Dr. Frymier suggested the following grid for graphically describing the three program thrusts:

<table>
<thead>
<tr>
<th>Curriculum Workers</th>
<th>Administrators</th>
<th>Higher Education</th>
<th>Community/School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clearinghouse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Shows</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
He further recommended that the national office staff begin completing
the blank squares and get three or four prototypes underway before the
October Council meeting.

Dr. Shane suggested the Council analyze 10 to 15 possible suggestions
for research proposals. If any member feels that the issues are not enough,
he should notify the Washington staff. Dr. Shane further requested to use
whatever funds are necessary, up to $2,500 which Dr. Frymier would grant to
him from this year's Discretionary Fund, for the purpose of following up on
the research ideas, either in New York or Washington. Dr. Shane expressed
the hope that the Executive Council would look at the total funding picture
constructively.

Dr. Loving proposed as his activity for this year the development of
large blocks of membership from four to five major cities rather than by
individual solicitation.

8. Succession of Office

Dr. Shane indicated he planned to make a recommendation to Dr. Frymier and
Dr. Loving on a procedure to be followed in the event a President is unable
to fulfill his term of office.

MOVED by Dr. Shane that the President appoint
a committee consisting of the President, President-
Elect, and Past President to report not later than
the October meeting of the Executive Council on sug-
gestions as to the succession of office in the event
that either the President or President-Elect is
unable to fulfill his term of office.
SECONDED by Dr. Davis. MOTION CARRIED.

9. Unit Presidents' Meeting

Dr. Wilhelms reported on the status of the Unit Presidents' meeting. As
a result of action taken at the Council meeting in March at Philadelphia, a
questionnaire was sent to the affiliated units to ascertain their interest in
such a meeting, and their willingness to contribute to the financial support
of the meeting. Thirty-five responses have been received pledging approximately
$5,500. After consideration, it was determined that $8,000 would be needed to
cover the cost of the meeting if it were held in a central location like
St. Louis. At present, there is no provision in this year's fiscal budget
to subsidize the meeting, but it was suggested that, perhaps, $3,000 could be
transferred from the allocation for the Executive Council meeting.
The Council supported the need for such a meeting in order for the Presidents-Elect to be able to follow-up on proposals presented at the Board of Directors' meeting, and to be provided with this orientation period in order to know what the push of ASCD is and the relationship between their state unit and the national organization.

MOVED by Dr. Loving that ASCD hold the Unit Presidents' meeting and that Dr. Wilhelms' report be utilized as the basis for the financing of the meeting, and then supplement whatever funds are necessary beyond what the Unit Presidents contribute up to $2,000.
SECONDED by Dr. West. MOTION CARRIED.

The suggested meeting date for the Unit Presidents' meeting is the weekend of June 23, 1972.

10. Membership in Other Organizations

a. Joint Council on Educational Technology

Dr. Atkins recommended that ASCD not continue its membership in the JCET. Dues are $1,000 for a seat on the JCET Board which meets quarterly.

MOVED by Dr. Davis that we do not pay dues in the amount of $1,000 to the Joint Council on Educational Technology for the purpose of continuing ASCD's membership in the organization.

b. World Confederation of Organizations of the Teaching Profession

ASCD has belonged to WCOTP for some time. Dues are $500 and are payable during the current fiscal year. The Association does not have a vote because ASCD is an associate member under the general membership of the NEA.

Dr. Loving spoke in favor of continuing the Association's membership in WCOTP and appointing a delegate to attend their Conference in London on August 1-8, 1972. Dr. Loving suggested that the appointed delegate be a member of both ASCD and the World Council for Curriculum and Instruction (WCCI). He further indicated that he had submitted the name of Dr. Ira Bryant, this past February, as a tentative delegate to the WCOTP Conference. Dr. Bryant is a member of the NEA, the ASCD Working Group on World Cooperation in Education, and WCCI. Dr. Loving stated it was his feelings that the delegate should be an individual involved in international education.

MOVED by Dr. Loving that we continue our membership in the World Confederation of Organizations of the Teaching Profession (WCOTP); allow for a delegate to attend the London conference in August 1972; and, allocate funds to the delegate not to exceed $500.
SECONDED by Dr. Norris. MOTION CARRIED.
c. National Council for Children and Youth

The Executive Secretary recommended that ASCD not join the NCCY. Dues are $75 a year, and their membership is not very stable.

MOVED by Dr. Davis that ASCD not join the National Council for Children and Youth.
SECONDED by Dr. West. MOTION CARRIED.

11. Incorporation of ASCD

Dr. Wilhelms reported on the progress that has been made to date regarding the incorporation of ASCD as was authorized by the Executive Council at their meeting in Philadelphia this past March.

The first step is to simply set up a corporation which at the moment is a shell - an empty corporation. This can be accomplished by any three persons in the organization, who may file with the Recorder of Deeds in the District of Columbia an application and articles of incorporation for a corporation to be called the Association for Supervision and Curriculum Development. Later, certain formal steps must be taken. Then, finally, there must be a resolution transferring the assets, liabilities, and activities of the unincorporated Association to the corporation. We have assumed that the three Presidents would serve as the incorporators. Incorporation of ASCD will mean freedom from individual liability on the part of the members of the Board of Directors.

One additional step is that the attorneys will have to submit to the Internal Revenue Service an application for tax exemption. This should normally pose no problem. It was noted, however, that each year the Regulations become a little more complex, and the transfer motion is to be worded so that, if the tax exemption request is denied in accordance with Section 501(c)(3) and Section 509(a)(1)(2) or (3) of the Internal Revenue Act of 1954, then the incorporation shall be null and void.

MOVED by Dr. Davis that ASCD proceed to incorporate.
SECONDED by Dr. Ebersole. MOTION CARRIED.

Formal action on the incorporation of ASCD was taken on Sunday, May 7, 1972. A record of those actions are recorded in separate minutes which are attached hereto.

12. Consideration of Publications Program

Dr. Loving, Chairman of the Standing Committee on Publications, pointed out that there have been heavy cuts in the publications' staff - an editorial assistant, an editorial aide, and an advertising secretary - and that it is
going to be difficult to expect the limited staff to produce what the full contingency has produced in the past.

a. **Authorize the 1976 Yearbook**

MOVED by Dr. Loving that we authorize the 1976 Yearbook, "1776 - The American Common School: Implications for Curriculum - 1976."
SECONDED by Dr. Unruh. MOTION CARRIED.

(1) **Appointment of Chairman, 1976 Yearbook Committee**

MOVED by Dr. Norris that Dr. O. L. Davis, Jr., be appointed Chairman of the 1976 Yearbook Committee.
SECONDED by Dr. Davis. MOTION CARRIED.

(2) **Appointment of 1976 Yearbook Committee Members**

Dr. Davis indicated he would like to work in cooperation with Dr. Leeper and the Publications Committee in developing a list of persons for the 1976 Yearbook Committee. Some suggested recommendations by the Council members were: Patricia Graham, Hunter College in New York, and Ruth Simmons, The Ohio State University.

MOVED by Dr. West that Dr. Davis and the Publications Committee select a slate which they will submit to the Executive Council at their meeting in October 1972.
SECONDED by Dr. Unruh. MOTION CARRIED.

b. **Educational Leadership**

(1) **Research Supplement**

MOVED by Dr. Loving that Betty Morrison of the University of Michigan, Virginia Rogers, University of Kentucky, and John Kean, University of Wisconsin be appointed to the Advisory Committee to the Editor in relation to the Research Supplement of the Journal.
SECONDED by Dr. Davis. MOTION CARRIED.

c. **Booklets**

Dr. Loving suggested ASCD concentrate on booklets and encourage the Publications Committee to consider topics on which materials can be written and produced quickly.
d. Publications Committee

(1) Appointment of Members

MOVED by Dr. Loving that Jose I. Martinez be reappointed to the Publications Committee and in addition that Evelyn Weber, Wheelock College, Boston; Maurice Ahrens, University of Florida, Gainesville; James Boyer, Kansas State University, Manhattan, Kansas; Louise Berman, University of Maryland, College Park; and, Nancy Smith, Skyline Elementary School, Prince Georges County, Maryland, be appointed to the Publications Committee for one year. SECONDED by Dr. Shane. MOTION CARRIED.

(2) Consideration of Dr. Scobey's Letter to Dr. Frymier

Dr. Loving suggested that the Executive Council not carry on any further dialogue with Dr. Scobey concerning her letter of May 5, 1972.

e. Promotion, Sales, Advertising

Dr. Shane indicated it would be helpful to take a hard look at the books that have held up over the years, and further suggested trying to commission top-notch people to write on hot issues. Dr. Leeper indicated the procedure for soliciting manuscripts is handled in a couple of ways: ask people to write on specific topics; invite persons to submit manuscripts; and then there are those who just volunteer.

13. Possible Sites for 1977 Annual Conference

A list of possible sites for the 1977 Conference was submitted to the Council with pertinent information concerning conference meeting room facilities, hotel accommodations, transportation, etc. Some of the factors considered by the members in selecting the sites were: weather, availability of facilities and resources in a central area, support from the public school system, transportation, and restaurant/entertainment facilities in the immediate conference area. After some deliberation, the following cities were selected for consideration:

- Detroit
- Houston
- San Antonio

with Chicago as a back-up alternate

Dr. Shane suggested taking a hard look at future conference sites, i.e., California, Louisiana, Florida vs some other cities to see if the Association has overlooked any future disasters.
14. Peopling of Resolutions Committee

The following persons were recommended for appointment to the Resolutions Committee for a three-year term to expire in 1975:

Dr. Virginia L. Brinson
Englewood Public Schools
Englewood, New Jersey

Mrs. Edith Cole
Highland Park Public Schools
Highland Park, Michigan

Dr. Charles H. Link
Des Moines-Drake Institute
Drake University
Des Moines, Iowa

Dr. Charles N. Jordan, Cleveland Public Schools, Cleveland, Ohio, was suggested as an alternate in the event one of the above named persons was unable to accept the appointment.

Dr. Frymier suggested the possibility of re-instructing the Resolutions Committee in screening resolutions that come to the floor at the Annual Business meeting. Dr. Unruh suggested that instead of making another rigid rule, that the Resolutions Committee be empowered to conceptualize the resolutions and then re-frame them in some appropriate manner. Dr. Atkins indicated the present policy of the Resolutions Committee is to simply edit resolutions. It was also pointed out that the Executive Council can write any guidelines for a current Working Group. Dr. Shane agreed with the suggestion of editing resolutions for intent, but expressed concern that the Resolutions Committee would act as a censorship group.

15. Peopling of Conference Planning Committee

After reviewing the list of recommendations for the Conference Planning Committee, the following six persons were selected:

Hugh Baird, Chairman
Brigham Young University
Provo, Utah

Dorothy Jones
Continuous Development Consultant
Chicago Board of Education

James A. Banks
University of Washington
Seattle

Mrs. Chon LaBrier
Dulce Independent School
Dulce, New Mexico

Elizabeth Z. Howard
University of Rochester
Rochester, New York

Loren P. Steiner
Curriculum Consultant
Salem, Oregon
Robert Orr, Curriculum Director, San Antonio, Texas, and Ted Czajkowski, University of Wisconsin, Madison, were suggested as alternates in the event someone from the above list was unable to accept the appointment. In addition, it was recommended that Donald Morales serve as local consultant during the Anaheim Conference.

Dr. Atkins indicated he agreed with Mrs. Treadwell's request that a local consultant be added to the Conference Planning Committee from the public school system in Minneapolis for a one year period.

16. Ohio ASCD Research Institute

Last year, the Washington office provided the Ohio ASCD Research Institute with national publicity through a half-page announcement in Educational Leadership and reprinted their full program in the News Exchange. In addition, Mr. Stodghill provided programmatic advice and participated personally in the conference.

Dr. Atkins recommended that ASCD assist the Institute in the same manner as they did last year. The Executive Council supported the recommendation, however, no official motion was made.

17. Oregon ASCD Proposal

Dr. Atkins stated he had received a request from Charles Gengler, President of Oregon ASCD, to place on the Council's agenda an item to discuss the possibility and feasibility of ASCD financially underwriting one-half the cost for ten complimentary undergraduate student ASCD members from Oregon. Dr. Gengler indicated it was the feeling of the Oregon unit that early exposure to the professional organization would enhance the quality of membership, and in the long run would be a savings rather than an expense to ASCD.

Dr. Atkins recommended, and the Council agreed, not to enter into such a proposal in that the Association might be showing favoritism and this kind of arrangement could snowball with similar requests from other affiliates.

18. Executive Council Meeting Dates

The fall meeting of the Executive Council will be held in Washington, D.C., on the following days:

Thursday, October 19 through Sunday, October 22, 1972, with arrival on the evening of Wednesday, October 18.

Dr. Frymier directed the Executive Secretary to inform the Council members that the Sunday meeting will be an all-day session, and that returning travel arrangements should not be scheduled prior to 5:00 p.m.
Dr. Wilhelms suggested that when the Council meets in October, time be set aside early in the meeting for the staff to provide the Council members with pertinent information.

Dr. Frymier adjourned the meeting at 12:30 p.m., Monday, May 8, 1972, and indicated he would like to encourage the Washington staff to be more aggressive during the Executive Council meetings.