ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of Executive Council Meeting
Washington Hilton
Washington, D. C.
May 24-26, 1974

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The meeting of the Executive Council was opened by President Unruh on May 24, 1974, at 7:45 p.m., at the Washington Hilton, Washington, D.C.

1. Approval of Minutes of March 1974 Meeting

   MOVED by Mr. House that the March minutes be approved.
   SECONDED by Mr. Kingston.

   Mr. Della-Dora raised the question about the action taken by the Board of Directors with respect to receiving the Latino and Native American Concerns. It was pointed out that these were reflected in the resolutions but should also appear in the Board of Director’s minutes and that the corrections should be made at the New Orleans meeting of the board. It was also suggested that future Executive Council minutes at the annual conference should separately reflect the sessions held at the start and at the end of the meeting to assure depiction of which President was conducting the meeting.

   MOTION CARRIED

2. Additional Agenda Items

   Mr. Shane requested that the Executive Council be provided information at its October meeting on the 1977 White House Conference and some details of the new federal legislation in education (ESEA). Some discussion was also held on the site for the October meeting and there was concurrence that it was probably better to hold this meeting in Washington.

3. 1978 Yearbook Topic Approved

   Mr. Leeper discussed the proposed 1978 yearbook with the title “Improving Human Existence: A Curricular Response to Critical Realities.” After reviewing the outline, a number of questions were raised. Mr. Shane suggested that the word “condition” replace “existence.” He then suggested that the three sections of the yearbook be as follows: (1) realities, (2) alternatives, (3) consequences, rather than the three as proposed and Mr. Leeper responded that he would be glad to communicate that to the chairman of the yearbook committee. Mr. Cawelti raised the question about the ability to anticipate a significant topic this far ahead but pointed out he realized it was necessary to have considerable lead time to get the manuscript in. He also raised the question about the cost of a yearbook in terms of its contribution to the membership and whether or not other expenditures might be more useful. Mr. Della-Dora suggested that perhaps
there should be co-chairpersons with each reflecting different points of view on the topic. Mr. Macdonald pointed out the need to assure greater continuity between yearbooks than has been the case in the past. Mr. Leeper indicated he felt the yearbooks had turned out to be quite timely over the years.

MOVED by Mr. House, (and SECONDED), to approve the suggested outline for the 1978 yearbook.

After some discussion Ms. Treadwell MOVED to amend the motion and approve just the three topics exclusive of the proposed editors.
SECONDED by Mr. Macdonald. MOTION CARRIED

The vote which then followed was on the original motion as amended and it CARRIED.

Mr. Della-Dora made a MOTION that we ask Mr. John Jarolimek to do the chairing and asked that he select on his committee and/or as co-chairman people who have a background that represents a variety of the viewpoints that we are concerned with. SECONDED. MOTION CARRIED

Alternates in case Mr. John Jarolimek cannot serve would be Norman Overly and James Jelinek.

MOVED by Mr. House to accept the four names at the top of page 3 and recommended that they be reappointed to serve an additional year.
SECONDED by Ms. Treadwell. SHOW OF HANDS: 6 against, 5 for.
MOTION NOT CARRIED

Mr. Della-Dora then made a MOVE to retain Boyer, Millsom, and Smith as members of the Publications Committee.
SECONDED by Mr. Macdonald.
President Unruh called for a hand vote on this motion. MOTION CARRIED

MOVED by Mr. Shane to appoint the following persons for one year to the Publications Committee; (1) Ronald Brandt, Lincoln, Nebraska, (2) Tom Arcinaega, San Diego, California.

These persons are to replace Wilma Longstreet and Barbara Davis.
SECONDED by Mr. House. MOTION CARRIED

In an effort to assure greater balance on the committee the decision was made to replace Maurice Ahrens and a number of names were suggested as possible appointees. At a later point in the meeting, Mr. Leeper was authorized to make a selection to fill out the committee from among those named.

MOVED by Mr. Kingston that Mr. Leeper be so authorized.
SECONDED by Mr. Shane. MOTION CARRIED

4. Executive Session on Personnel Matters

The council went into Executive Session for a review with Mr. Cawelti on office procedures and personnel appraisal. Considerable time was spent on the staffing
and structure of the offices along with Mr. Cawelti's appraisal of functioning of various departments. The council also discussed Mr. Cawelti's performance during the first year as Executive Secretary. Mr. Cawelti also discussed the urgent need to advance staff salaries observing the 10.2 percent cost of living increase since one year ago.

MOVED by Mr. House that sufficient funds be set aside to allow for a 9 percent increase in salaries.  
SECONDED by Mr. Firth.  MOTION CARRIED

MOVED by Mr. Macdonald that "we express a vote of confidence in the Executive Secretary."  
SECONDED by Mr. Della-Dora.  MOTION CARRIED unanimously.

MOVED by Mr. House "that a 9 percent salary increase be awarded to Mr. Cawelti."  
SECONDED by Mr. Della-Dora.  MOTION CARRIED

5. Revised Personnel Policies Approved

Mr. Cawelti pointed out that Mr. Bralove had done considerable work revising ASCD personnel policies in light of the move from the NEA building. Such matters as sick leave, annual leave, work hours, classification of employment, termination procedures and fringe benefits were discussed. The following suggestions were offered by the Executive Council; (1) that there should be some clarification of what constitutes the basis for merit increase (see item 5 on page 14), (2) the Executive Secretary or the immediate supervisor should make known in advance to each employee the expectations for his job, (3) the words "in consultation with the immediate supervisor" be included in item 5 on page 14, (4) that the phrase "ASCD employment practices policies are non-discriminatory" be struck from the sentence since that is self-evident and that instead the sentence simply read "ASCD is an Equal Opportunity Employer" and that the words "where possible" be struck from the final sentence dealing with affirmative action plans, (6) to be added to the copy provided the Executive Council dealing with process whereby an employee expresses a concern or a complaint and this is to be added to the policies.

MOVED by Mr. Della-Dora that the personnel policies as amended be approved.  
SECONDED by Mr. Firth.  MOTION CARRIED

6. 1975 Annual Conference in New Orleans Reviewed

Mr. Edward Karns, Conference Planning Chairman, appeared to discuss the work of his committee with the council. The overall theme and three focus areas were reviewed and a number of structural changes, including having Saturday night free, were reviewed. The problem of assuring good attendance at the exhibits was discussed but several expressed concern that there not be too long a period for this purpose.

MOVED by Ms. Treadwell, approval of the conference report and thanks for the exciting program presented.  
SECONDED by Mr. House.  MOTION CARRIED

MOVED by Ms. Treadwell that Dorothy Jones be appointed as co-chairperson for the 1975 annual conference.  
SECONDED by Mr. House.  MOTION CARRIED
Several additional suggestions for people to be involved were made and recorded by Ms. Arlington.

Mr. Cawelti reported that he had confirmed arrangements with the Houston Convention Bureau to hold the 1977 conference in that city, after having carefully looked it over during the NSBA convention.

Correspondence from the San Francisco Convention Bureau regarding the 1978 conference and possible strike problems was also reviewed. It was indicated that it is not possible to provide either insurance or assurance as the Board of Directors had requested but the convention officials said they were hoping to get a consolidation of union efforts so that wildcat strikes such as the one last March would not occur again.

7. **AAAE Membership Continued for One Year**

Mr. Cawelti reviewed briefly the meeting of the Alliance of Associations for the Advancement of Education which was attended by Mr. Leeper, Mr. Ebersole, and himself. The meeting of the AAAE a year ago had some 26 organizations but this year the number of those present was down to 15 and a few of the associations were very uncertain about continued participation. Mr. Ebersole discussed some of the activities the Alliance hoped to do in the year ahead and said he had discussed the matter of ASCD's continued participation with Mr. Frymier, currently president of the Alliance. They had decided to recommend that ASCD continue for one more year.

MOVED by Mr. Della-Dora that ASCD continue their membership with AAAE one more year.
SECONDED by Mr. House.

This motion was made with the understanding it would be contingent on ASCD going in with expressed purposes in mind and then ascertaining if these had been accomplished. It was further agreed that the objectives of ASCD participation should be reviewed in October so that the delegates would have a position with which to go into the next meeting. Representatives to attend the next AAAE meeting would also be chosen at that time.

MOTION CARRIED

8. **ASCD-ACSA Relationship and Referendum Review**

Mr. Cawelti distributed results that have been received thus far from the poll on ASCD members' desires with respect to continuing participation in ACSA. As of May 23, the results show 90 national ASCD members in California voting to retain the ACSA relationship and 65 favoring the re-establishment of a California ASCD. It was agreed that this was an insufficient response to make any decision at this time and Mr. Della-Dora urged that no action be taken without having ACSA representatives invited in the event they care to discuss the issue. No action was called for on the matter and it will be reviewed again in October.
9. National Curriculum Study Institutes for 1974-75 Proposed

Mr. Cawelti discussed the progress in establishing the NCSI program and indicated that the first two institutes were completely filled, with 100 and 150 participants in Hartford and San Francisco respectively. In the process of setting these up various policies are evolving with the basic one being that they must be self-supporting. They are proposed as two day institutes with a geographic distribution that will permit ASCD members from all across the country a chance to attend. The month, topic, and sites listed below are institutes proposed for the coming year. These have been reviewed with the state presidents and will be verified as satisfactory and acceptable before final plans are made. Mr. Cawelti also reported that one institute on "Curriculum Renewal in Education" is being co-sponsored by AASA's National Academy of School Executives. This will be a five day institute. Mr. Cawelti was encouraged to proceed in planning for the institutes.

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
<th>Site</th>
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<tbody>
<tr>
<td>November 18-19</td>
<td>Toward Cultural Pluralism - Multicultural Education</td>
<td>Chicago</td>
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<tr>
<td>December 9-10</td>
<td>Values Clarification - Moral Education</td>
<td>Portland</td>
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<tr>
<td>January 13-14</td>
<td>Improving Supervisory Skills - New Techniques</td>
<td>Tampa</td>
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<tr>
<td>May 5-6</td>
<td>Open or Informal Education - Assessment and Critique</td>
<td>San Francisco</td>
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<tr>
<td>May 13-14</td>
<td>Competency Based Preparation Programs for Curriculum Workers and Supervisors</td>
<td>Houston</td>
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<tr>
<td>June 3-4</td>
<td>Designing a Humanistic Climate in Schools</td>
<td>New York City</td>
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| October 28 -  |
| November 1    |
|               | Curriculum Renewal in Education                 | Atlanta          |
|               | (Co-sponsored by AASA's National                |                  |
|               | Academy of School Executives.)                  |                  |

On a related item the issue was raised as to whether or not ASCD wished to sponsor a trip to the Soviet Union in December 1975. Mr. Cawelti indicated there are several such options but that if the theme of the seminar could be to examine centralized curriculum-making processes, it might be useful to ASCD members. It was pointed out that sponsorship does not involve any time, expense or staff but simply providing notice of this as another service to members. There was consensus that Mr. Cawelti could go ahead with such planning with Gerald Read of Kent State.
10. Reports of Liaison Activity

a. Mr. Shane reported that a grant of $20,300 had been received from the Danforth Foundation to sponsor a seminar in late summer or fall on some of the moral dimensions of leadership implied by our changing society. A number of additional possible presenters were suggested and it was agreed that a planning group involving the officers of the association would meet with Mr. Cawelti to work out the details.

MOVED by Mr. Della-Dora that "the Danforth Grant be accepted and that procedures along the lines of those suggested be followed."
SECONDED by Ms. Davis. MOTION CARRIED

b. A written report of Louise Berman's trip to the Ontario Association for Curriculum Development was reviewed.

c. Mr. Cawelti reported that a proposal had been submitted to the National Institute of Education to develop a publication reporting on case studies of several significant career education programs. He indicated that ordinarily requests to submit proposals should go through the Executive Council but it was agreed that if an emergency opportunity came up that approval of the association president would be satisfactory until the Executive Council met again.

MOVED by Mr. Macdonald that approval to proceed with the NIE proposal be given.
SECONDED by Mr. Firth. MOTION CARRIED

d. Mr. Cawelti reported on the meeting of unit presidents in Kansas City the previous week and indicated this was an excellent expenditure of funds to provide a briefing for the incoming presidents and stimulate their efforts on behalf of the association and their state units.

e. Geneva Gay reported on a meeting of ASCD representatives with the Association of American Publishers in New York City where the resolution on bias in instructional materials was reviewed. This proposal will be distributed to all of the member publishers but it was the consensus that a continuation of such meetings would not be useful unless there were specific objectives to explore with AAP. It was pointed out that AAP has limited power in compelling individual member publishers to take any actions. It was also pointed out that the resolution called for all ASCD members to utilize these guidelines in evaluation instructional materials and that they should call to the attention of the publishers any unsatisfactory materials found to be in use.

11. Tentative Budget for 1974-75 Adopted

Mr. Cawelti reviewed the proposed income and expenditures for the coming fiscal year and said it was a budget predicated on a certain amount of growth and income from membership, publication sales and annual conference. All staff members will be asked to commit to this budget which is increased from an estimated expenditure in FY 74 of approximately $715,000 to a proposed budget of $776,000. He reported that in order to present a balanced budget, reductions had been made in staffing, publication costs, and other areas to bring them closer in line with previous actual expenditures. After a discussion of several items:
MOVED by Mr. House for the approval of the 74-75 budget.  
SECONDED by Ms. Davis.  
MOTION CARRIED

12. ASCD Portfolio Reviewed - Investment Counselor Retained

Mr. Cawelti reported on a study he and Mr. Bralove had made of the portfolio 
and indicated that he felt the association should have advice in monitoring the 
portfolio which has a current market value of approximately $120,000.  The 
performance of the mutual funds has been poor since 1969, the time in which the 
downturn occurred in this once popular investment pattern.  He recommended that 
the firm Robert C. Gilkison, Inc. be retained at a fee of 1 percent to advise on 
the association portfolio.  The probable first step would be to dispose of two 
of the mutual funds and invest in short term, high yield security such as 
Certificates of Deposit at 10 to 11 percent.  He then sought authorization for 
the President and Executive Secretary to transact business dealing with the 
portfolio and to retain the Gilkison firm as investment counselor for a period 
of one year starting May 28.

MOVED by Mr. Kingston "...so moved."  
SECONDED by Mr. Firth.  
MOTION CARRIED

13. Reston Property Discussed

Mr. Cawelti also reported on the status of the Reston property and recommended that 
in October the Executive Council should give some attention as to whether or not 
that is a likely next move at the expiration of the five year lease now held. 
He reported that its value has almost doubled and has thus been the best investment 
ASCD has made.  He recommended that nothing be done until the group consider 
possible next housing steps but that in the meantime ASCD hold onto the property. 
The only costs now are annual taxes of some $1500.  If the Executive Council 
decides a move to Reston in five years is unlikely, and if an attractive price 
could be obtained, the association might want to sell.  He also reported that 
there was agreement with the Gilkison firm (who have considerable experience in 
real estate) to keep an eye on the Reston property situation and make recommend-
ations but that the value of this property would not be included in their 
fee structure.

Mr. Cawelti also reported that a firm has been retained to provide professional 
marketing advice in the promotional efforts of the association with respect to 
membership, conference attendance and publication sales.  This investment will 
be an attempt to determine the yield of various marketing patterns and the cost 
will be less than the salary of the person hired the previous year to work in 
this area.  There also was some discussion of hiring a highly qualified person 
to assume the exhibit booth sales situation in another year and giving up the 
AEMI contract.  There was general agreement on the advisability of this step.

14. Dues Structure Reviewed

Mr. Cawelti also said that this would be the last year that a balanced budget 
could be presented unless there is an increase in the dues structure or the 
Executive Council directed a major reduction in services.  Some discussion was 
held on the possibility of doing a survey on the members' views on this issue 
and encouragement was given for the staff to go ahead in this area.  It was
pointed out that the Board of Directors must vote on any such dues increase and Mr. Cawelti indicated he had requested Mr. Bralove to develop a cost study on the various kinds of membership and subscriptions. A study shows the dues structure in selected major associations has increased and/or is increasing while ASCD dues have remained constant for the past few years.

15. ASCD Organizational Alignment Issue

Mr. Cawelti reported that in several states he has visited, the question of alignment with administrative groups has been raised repeatedly. A survey was done in preparation for the Kansas City meeting to show which kind of pattern various state ASCD units were following. It will be necessary to validate the response to this survey which show states falling into education association, (with and without administrators), merger, umbrella group, or independent status patterns. This is the kind of issue that will be studied by a small committee that is to make recommendations on disaffiliation from the NEA. The survey reported on the consequences of national disaffiliation on state unit operations, and showed a large number of states very uncertain as to their position on NEA disaffiliation. President Unruh named the following persons to serve on an ad hoc basis to study the problem of alignment and disaffiliation and report back to the Executive Council in October:

- Dr. Conrad Toepfer, School of Education, State University of New York
- Dr. Joe Bondi, College of Education, University of South Florida, (Tampa)
- Dr. Jerry McGee, College of Education, Middle Tennessee State University (Murfreesboro)
- Dr. William Cansfield, Asst. Supt., Mt. Clemens Community Schools, Michigan

16. Board of Directors Procedures and Constitutional Review

Considerable discussion centered around problems of the need for constitutional review and clarification of Board of Director procedures. Among the kind of problems discussed were: the difficulty many people have in understanding the nominations procedures; the problem of having a large Board of Directors serve in a policy-making role; disaffiliation with the NEA; defining and observing the quorum requirement for official business; distinguishing between the policy-making board intended for the board and the role the Executive Council has assumed; clarifying the role of the seven members of the Executive Council elected from the Board of Directors; assuring that board members have sufficient information in advance before the annual conference; freeing up board positions when persons are elected to the Executive Council; the problem of one year terms for presidents of the state units. After considerable discussion it was decided that the seven elected members of the Executive Council should investigate this.

MOVED by Mr. Della-Dora "that President Unruh name the seven persons who are elected from the board to a committee to review these matters prior to the October meeting."
SECONDED. MOTION CARRIED

(NOTE: Mr. Kingston was named chairman; other members include Mitsuo Adachi, Sara M. Davis, Richard L. Foster, James E. House, James Macdonald, Elizabeth Randolph.)
17. Program Development

Mr. Cawelti discussed the problem of responding to a large number of professional interest groups within the association. Examples of these include the professors of curriculum, professors of supervision, urban curriculum leaders, staff development people, theory oriented people, and lab school persons. It was agreed the least that could be done would be to provide opportunities for such groups to get together at the annual conference. Such interest groups are also encouraged to submit proposals for a working group or project. The group was reminded of the focus area, Cultural Pluralism, which had been adopted and that proposals should be evaluated in terms of their contribution to that kind of focus. Mr. Dobson reviewed several proposals that had been received in addition to the materials supplied to the Executive Council. Mr. Della-Dora reminded the group of the commitment to the Latino and Native American groups which did not appear in these materials.

Mr. House made a MOTION to approve the working group on research and instructional theory and it was SECONDED but later WITHDRAWN until the total requirements had been reviewed. Ms. Gay reported that no proposal had been received from the former group on women in education but one had been received dealing with sexism.

The proposal to create a Multicultural Education Commission was discussed at considerable length. Some raised a question about the productivity of such a group and it was suggested that separate groups reflecting minority concerns be established. One proposal was to set up three or four separate groups that would meet after the concerns of each group had been articulated. Ms. Gay felt it would be very difficult to get consensus from such diverse groups.

The MOTION was made to "accept the proposal for a Multicultural Education Commission as proposed and with the suggested funding of $7000." SECONDED by Ms. Randolph.

The motion was later AMENDED to indicate that the $7000 appropriation was not to be "locked in" but to be renegotiated each year. The amendment was SECONDED and PASSED.

The original motion was then CARRIED.

MOVED by Mr. Macdonald "that we move to accept the proposal for a Sexism in Education working group." SECONDED by Mr. Adachi.

Mr. Shane suggested that in assigning persons to the group that there should be at least two men in the working group.

MOVED to "delay the assignment of persons to the working groups until later." SECONDED. MOTION CARRIED.

MOVED by Mr. Macdonald "that we accept Art Combs' proposal for a working group to establish a center for humanistic education." SECONDED by Mr. Adachi. MOTION CARRIED.
MOVED by Mr. Della-Dora "to approve the Curriculum Development Procedural Models working group as proposed."
SECONDED by Mr. Firth.  MOTION CARRIED

MOVED by Mr. Macdonald "that we accept the Research and Instructional Theory proposal."
SECONDED by Ms. Day.  MOTION CARRIED

MOVED by Mr. Macdonald "that we accept the proposal of Alice Miel in behalf of the World Council for Curriculum and Instruction."
SECONDED by Ms. Davis.

MOVED by Mr. House to AMEND this motion to alter the amount of funding to $1000.
SECONDED by Ms. Day.

This motion was later WITHDRAWN and it was moved by Mr. Macdonald to propose a funding of $500.
SECONDED by Mr. House.  MOTION CARRIED

The vote then on the original motion was also CARRIED.

The discussion indicated the understanding that this money was not to be used for travel and that bills should be submitted to ASCD up to this amount in connection with the administrative financial requirements of WCCI.

MOVED by Mr. House "that we allocate $1500 for the Latino Caucus to meet and spell out areas of concern they have."
SECONDED by Ms. Treadwell.  MOTION CARRIED

MOVED by Mr. Della Dora "that $1500 be appropriated for the Native American Caucus to meet and spell out areas of concern."
SECONDED by Mr. Kingston.  MOTION CARRIED

MOVED by Mr. Della-Dora "that $2500 be appropriated to the working group on Black Concerns."
SECONDED by Mr. Firth.  MOTION CARRIED

MOVED by Mr. Macdonald that "we approve the establishment of the Multicultural Education Commission."
SECONDED by Mr. Firth.  MOTION CARRIED

MOVED by Mr. Kingston "that we authorize the Program Development Sub-Committee and staff to formulate recommendations to the president for persons assigned to the various working groups."
SECONDED by Mr. House.  MOTION CARRIED

MOVED by Ms. Day "that the Executive Council approve Mr. LaVar Miller as chairman of the Nominating Committee."
SECONDED by Mr. House.  MOTION CARRIED

An alternate chairman was named in the event Mr. Miller could not serve for this committee which meets during the annual conference in New Orleans.
MOVED by Ms. Day "that the Executive Council approve Mr. Charles Gengler as alternate chairman if Mr. LaVar Miller cannot accept chairmanship of the Nominating Committee.
SECONDED by Mr. House.  MOTION CARRIED

MOVED by Mr. Della-Dora that the Executive Council appoint Mr. Milo Kalectaca to the Resolutions Committee.
SECONDED by Ms. Treadwell.  MOTION CARRIED

The meeting was adjourned at noon on Sunday, May 26th.