ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of Executive Council Meeting

Shoreham Hotel
Washington, D.C.
Oct. 24-26, 1974

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MINUTES OF EXECUTIVE COUNCIL MEETING

Shoreham Hotel
Washington, D.C.

Oct. 24 - 26, 1974

The meeting of the Executive Council was opened by President Glenys Unruh on October 24, 1974, at 7:00 p.m. in the Shoreham Hotel, Washington, D.C. Richard Foster, Harold Shane, and Elizabeth Randolph (who arrived later in the evening) were absent at the opening session. Harold Shane was present for the Saturday morning session.

1. Correction of Minutes of the May 1974 Meeting Approved

Item 16 is corrected to reflect: "after considerable discussion it was decided that the seven elected Board of Directors members of the Executive Council should investigate this."

At the end of item 4 in the agenda of the minutes should show that the group came out of Executive Session and held an open session for the balance of their deliberation.

Under item 17 on Program Development, the minutes should show that President Unruh named Delma Della-Dora, James House, and Bette Treadwell to the Program Development Sub-Committee for 1974-75.

MOVED by Mr. House that the May minutes be approved with the corrections and additions above.
SECONDED by Mr. Firth. MOTION CARRIED

2. Additional Agenda Items

Mr. Macdonald requested that the problem of Steve Mann and the New Mexico ASCD Unit be given consideration by the council and President Unruh agreed this would be added to the agenda.

3. Staff Reports on Association Activities

Sarah Arlington reported on progress in securing all keynote speakers for the New Orleans conference and discussed a meeting held with the local planning group in New Orleans. Mr. Cawelti requested approval to initiate a place in the exhibit area for job information exchange. After some discussion it was agreed that this should be attempted but with a "low profile" status. Ms. Arlington pointed out the need to name additional persons to the Conference Planning Committee and after due consideration the Executive Council took the following action:
MOVED by Mr. Della-Dora to invite David Ballesteros, Glenn Thomas and Rita Bryant to be added to the Conference Planning Committee and to request Rita Bryant to recommend a female alternate from Texas if she is unable to serve.

The MOTION was AMENDED by Mr. Della-Dora to appoint David Ballesteros and Glenn Thomas for membership on the Conference Planning Committee and to request Geneva Gay to obtain recommendations for someone from the Southwest, preferably a Native American, for addition to the committee. Mr. Cavelti was authorized to invite such a person.
SECONDED by Mr. House. MOTION CARRIED

Mr. Leeper reported progress in carrying out the publications program for 1974 and announced that it had been necessary to cut back several issues of the journal to 64 pages because of the mounting cost of paper. Mr. Cavelti requested that consideration be given to development of a handbook on Research on Curriculum Development and Theory. He suggested that this might be considered as the next yearbook or done via some other publication route.

Mr. Speiker reported on his activities with the affiliated units and his attempt to improve communications among them and with the national office. Efforts are also being made to increase the influence of state units through Mr. Speiker's work with their governing bodies.

Ms. Gay discussed program development activities including a brief discussion of several working groups that have already met. She recommended a number of names for the working group on Latino Concerns and requested the council to take action.

MOVED by Mr. Della-Dora to accept Rosa Guerrero, Yvonne Tormes, Jose Curdenas, Henry Casso and Louis Nieves to people the Latino Concerns.
SECONDED by Mr. Firth. MOTION CARRIED

Ms. Gay also presented a number of names for possible appointment to the working group on Native American Concerns.

MOVED by Mr. House to have Mr. Della-Dora, Ms. Treadwell, and Mr. Kingston meet with Ms. Gay to present a slate for council consideration the next day.
SECONDED by Mr. Firth. MOTION CARRIED

Ms. Arlington reported briefly on the White House Conference as requested by Mr. Shane who later received a copy of the authorization for this conference.

Mr. Speiker was requested to provide information to anyone requesting it as a follow-up on the action calling for information on federal legislation and education.

The group adjourned at 10:00 p.m. on Thursday evening and resumed on Friday morning at 9:00 a.m.
4. **Budgetary Reports**

Mr. Cawelti reported that the FY 74 budget was accurately projected by Mr. Bralove and has been executed so as to add approximately $4,000 to the fund balance. Because the extra cost of moving the ASCD headquarters had not been budgeted by the Executive Council in May, 1973, the total fund balance had been drawn down to $40,305. Mr. Cawelti indicated that this 5.4% fund balance was a minimal margin that it is desirable to retain and that efforts should be made to restore it to in the area of 7% - 8%. He also reported that ASCD membership is holding up reasonably well thus far and that a major promotion campaign along several lines is underway. He also asked that $1,300 be authorized for the Urban Curriculum Leaders Conference to be held in Atlanta in December.

MOVED by Mr. House to accept this recommendation.
SECONDED by Mr. Firth. MOTION CARRIED

Mr. Cawelti then requested an Executive Session to review procedures in the event the anticipated increases in revenue projected for the budget do not materialize. Although he stressed that this is not now anticipated, he wanted to be sure of the process that would be followed in the event it were necessary within two or three months and yet before the New Orleans conference. After considerable discussion the group took the following action:

MOVED by Mr. House "In case budget difficulties should arise (insufficient income), the President shall appoint a sub-committee to determine whether the nature of the cuts should be referred to the Executive Council and/or the Board of Directors for either information or action."
SECONDED by Mr. Firth. MOTION CARRIED

NOTE: The Executive Session was then discontinued and returned to a regular meeting.

5. **Procedure Adopted for Dealing with State Units Violating ASCD Constitution**

Considerable discussion centered around several state units which are involved in realignment matters that may be resulting in unconstitutional membership provisions. Mr. Speiker discussed the Kansas situation in which ASCD members are required to join the United School Administrators since this is the only mechanism for collecting state ASCD dues.

MOVED by Mr. Della-Dora "to notify Kansas of apparent violation of ASCD constitution with the option to change this practice to comply with the constitution or be disaffiliated. This practice would be taken before the Board of Directors in New Orleans."
SECONDED by Mr. Firth.
Both the MOTION and the SECOND were then WITHDRAWN.
The discussion then centered around a broader policy which would include the procedures to be followed in the instance of a state which was in apparent violation of the constitution.

MOVED by Mr. Della-Dora "if any unit appears to be operating in violation of the constitution of (national) ASCD, the ASCD Executive Council or the ASCD Board of Directors shall, upon notification of such alleged violations:
1. Send a written notice to the unit president to determine if allegations are true.

2. If the allegations are not acknowledged or a matter of dispute arises, an investigating committee of three persons shall be appointed by the Executive Council. No member of the Executive Council or the ASCD staff is to be a member of the committee.

3. If the allegations are acknowledged to be true by the unit or if the investigating committee finds them to be accurate, a period of one year will be allowed to make necessary adjustments in practices, if requested by the unit.

4. If practices are not made harmonious with the ASCD constitution, disaffiliation will be recommended to the Board of Directors."

SECONDED by Mr. Firth. MOTION CARRIED

The council members reviewed the results of the ACSA-ASCD survey concerning the national member's desire in California to continue the ACSA-ASCD relationship or to reestablish a California ASCD. Since this action had originated in the Board of Directors, it was agreed that the poll results should be reported at their next meeting in New Orleans.

It was also pointed out that the council's intent is that in any states where the constitutionality of their operation is called into question, the procedures adopted should be followed. Mr. Speiker had indicated that there are other states which may be in violation of the Constitution as a result of realignment.

6. Recommendation Not To Request NEA Affiliation Forwarded to Board

Mr. Speiker discussed the work of the ad hoc committee appointed by President Glenys Unruh to make a recommendation with respect to disaffiliation from NEA. The members included Conrad Toefler, Bill Cansfield, Joe Bondi, and Jerry McGee. This group considered the alternatives that seemed to exist on this issue and made the following recommendation.

MOVED by Mr. Macdonald that "it is recommended that the Executive Council receive the following recommendation and transmit same to the Board of Directors during the March 1975 annual conference. The recommended vehicle to effect disaffiliation will be not petitioning as outlined under the new NEA Constitution which becomes operational in September, 1975. The single sentence in the ASCD Constitution that refers to NEA affiliation should be struck."

SECONDED by Mr. Kingston. MOTION CARRIED

NOTE: The committee had the option of taking action at the New Orleans conference which would make disaffiliation effective immediately thereafter. However, it decided for a variety of reasons to simply announce at that point that affiliation will not be sought.

MOVED by Ms. Day to add "the committee did a good job."

SECONDED by Ms. Randolph. MOTION CARRIED
7. **Review of Staff Follow-up on the Review Council Report, Board of Director's Actions and Resolutions**

Mr. Cawelti presented details of the disposition which has been made of a large number of issues calling for action by the association and/or staff. The discussion which follows relates to the staff reports. Mr. Macdonald discussed the Review Council's suggestion that study be given to determine the need for standing long range committees. He indicated it might be useful to consider an unfunded commission with three year appointments to delineate program development needs. This will be given consideration by the Program Development Sub-committee.

**Academic Freedom** - Since no action has been taken thus far on this resolution, Mr. Macdonald volunteered to draft a statement on academic freedom to present for the consideration of the Executive Council at the next meeting.

**Policy Book for Board Members** - A rough draft of the kind of information that would be included in a policy book to be given to the Board of Directors members was reviewed. Ms. Bertho pointed out this still required considerable work. After considerable discussion and an earlier motion being withdrawn, it was:

MOVED by Ms. Davis "to distribute the booklet to the board as a working paper on policy. They should be requested to review it and determine if they feel it is advisable to go to the expense of finishing and putting it in loose leaf form. If they approve, then appoint a committee to work with it and revise it before final distribution. This review by the Board of Directors is to be done on a "cleaned-up" copy to be distributed to board members at New Orleans."
SECONDED by Ms. Randolph. MOTION CARRIED

8. **Inquiry Called For on Steve Mann - New Mexico ASCD Controversy**

Mr. Macdonald discussed the allegations which have been made against Steve Mann regarding unprofessional conduct at the Board of Director's meeting in Minneapolis. The president of the unit at that time has allegedly accused Mr. Mann of misrepresenting himself as a state unit member. Mr. Cawelti reported that he had written to Vice President Travelstead regarding the propriety of Mr. Mann's conduct. All members of the Executive Council received this letter which asserted that Mr. Mann's presence and testimony were not inappropriate and, indeed, his contribution to the association in this matter was encouraged as would anyone else who wished to develop a point of view with the Board of Directors. It was reported that Mr. Mann was allegedly refused membership in the New Mexico ASCD and the staff was asked to ascertain whether or not this was true. The possibility of a hearing with the New Mexico ASCD leadership in New Orleans was discussed and the staff was asked to alert them to this possibility.

MOVED by Mr. Della-Dora "that the President be empowered to appoint a committee to investigate this problem relating to a state unit and a national member."
SECONDED by Mr. Adachi. MOTION CARRIED

NOTE: It was pointed out that the staff should first check with the state ASCD unit regarding the allegation before taking the above action.
9. **Constitutional Review and Board of Directors Procedures**

Mr. Kingston reported on the work of his council sub-committee which had met the previous day to deal with the Constitutional Review issues and Board of Director's procedures. A copy of their report is included in the appendix of these minutes. (See page 10-11)

A discussion first centered on the need for constitutional review which recommended improved wording in certain articles and that the Executive Officer of the association be changed from Executive Secretary to Executive Director.

The second half of the report dealt with several aspects of Board of Directors procedures and required certain actions on the part of the staff to clarify such issues and establish quorum requirements for the board.

MOVED by Mr. Della-Dora "to submit part I of the Kingston report to the Board of Directors for approval and that part II of the report be accepted for action with the proviso that the board receive all constitutional wording as it would appear corrected in one document."

MOTION AMENDED by Mr. Macdonald "that we should preface the report with the statement 'in an attempt to further refine and strengthen the policy making role of the board'..." It was agreed by the group then that this could simply be an introduction to the entire report.
SECONDED by Mr. Firth.  MOTION CARRIED

10. **Committee Appointed to Name the Nominating Committee for 1976**

Ms. Berthy presented a review of the procedure for appointing a Nominating Committee to select a Nominating Committee for the national elections. The group discussed the confusion which frequently surrounds this in the minds of many people because there are two different elections involved - the national election and the board election. After considerable discussion:

MOVED by Mr. Macdonald "that we reaffirm the criteria in election procedures now being used."
SECONDED by Mr. Firth.  MOTION CARRIED

President Glenys Unruh then recommended three appointees from the Executive Council who will meet the three Board of Director's representatives - these were Ms. Way, Mr. Firth, and Ms. Treadwell. These appointees met on Friday evening and on Saturday gave their recommendations.

The three Board of Directors selected for the committee are Mr. Gerald Bryant, Mr. Donald Frost, and Ms. Vergie Chattergy.

MOVED by Mr. Adachi that the three Executive Council members and the three Board members are to meet early in New Orleans to select the nine people for the 1976 Nominations Committee.
SECONDED by Mr. House.  MOTION CARRIED

After reconsidering this action, Charles Kingston was named to replace Barbara Day on the Nominating Committee since she worked on it last year. Ms. Treadwell is to be the chairman of the committee.
11. **Working Group on Native American Concerns Appointed**

Ms. Gay had called to the attention of the Executive Council the need to appoint this working group based on her communication with representatives of Native American persons.

MOVED by Ms. Treadwell to appoint Mr. Paul Johnson, Mr. Milo Kalectaca, Ms. Deloris McQuerry, Mr. Tom Thompson, and Ms. Betty Gress.
SECONDED by Ms. Day. MOTION CARRIED

12. **Marie Fielder Named to Nominations Committee**

Since Dorthy Jones Bryant was currently a member of both the Nominations Committee and the Conference Planning Committee, the following action was taken:

MOVED by Mr. Macdonald "to have Marie Fielder replace Dorthy Jones Bryant on the present Nominations Committee."
SECONDED by Mr. Firth. MOTION CARRIED

MOVED by Mr. Della-Dora "to have Deloris Saunders be the alternate if Marie Fielder is unable to accept."
SECONDED by Mr. Macdonald. MOTION CARRIED

13. **Ed Karns Named to the Board of Directors**

Because Raquel Montenegro has submitted her resignation as a member of the Board of Directors, the following action was taken:

MOVED by Mr. Macdonald "to have Ed Karns replace Ms. Montenegro on the Board of Directors."
SECONDED by Mr. House. MOTION CARRIED

Considerable discussion followed in which suggestions were made for obtaining talent for members of working groups through various methods of communication with the membership.

14. **Change in Dues Structure Recommended for Board of Directors Consideration**

Mr. Cawelti pointed out that the FY 75 ASCD budget compels that certain revenue goals be accomplished in order for a balanced budget to be possible. These goals include increases in the revenue derived from such areas as membership, publication sales, and annual conference. In addition, the association has been hit very hard by this inflationary period which has pushed publication and paper costs up drastically along with mailing expenses and travel cost for the various working groups and governance units. He presented alternatives for the consideration of the Executive Council including a recommended one which would alter the existing dues structure as follows:

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<th>Present Rates</th>
<th>Proposed Increase</th>
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<tr>
<td>Comprehensive</td>
<td>$30</td>
<td>$35</td>
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<tr>
<td>Regular</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Subscription</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Student</td>
<td>10</td>
<td>12</td>
</tr>
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</table>
The total additional revenue that would accrue could amount to approximately $67,000. It was pointed out that the present level of services to members in ASCD is more than that provided by most other associations and this dues increase is needed simply to maintain these services. Alternatives will need to be considered. If this does not receive the Board of Directors approval it would mean drastic reductions in spending for working groups, meetings of other governance units, the publications program and of the ASCD headquarters staff.

After due consideration it was:

MOVED by Mr. MacDonald to "accept this recommendation for consideration by the Board of Directors in March, 1975."
SECONDED by Mr. Della-Dora. MOTION CARRIED

15. ASCD Membership Survey Authorized

Mr. Speiker discussed a form which was proposed to be used to ascertain member views on a variety of aspects of their ASCD membership. This sampling survey would be done early in 1975 in an attempt to obtain member views on the appropriateness and quality of such ASCD activities as annual conference, publications, curriculum institutes and working groups. The purpose of this survey would be to provide information to the Board of Directors and Executive Council in setting future directions for ASCD. It was pointed out that separate tabulation would be carried out for the Board of Directors' responses and the general membership responses.

MOVED by Mr. Della-Dora "to authorize the survey but to delete any information with respect to possible dues increase. An item should be added which would seek members' views on where they would prefer to reduce ASCD services should this be necessary. The Washington staff was authorized to make any other changes they felt were necessary after the discussion which took place.
SECONDED by Ms. Day. MOTION CARRIED

The Executive Council adjourned Friday at 5:00 p.m.

16. Multicultural Education Commission Members Discuss Their Task

Carl Downing, chairman of the Multicultural Education Commission, and Carl Grant, a member of that commission, met with the Executive Council to discuss the task of the commission. As a result of their first meeting, they had sensed it was necessary to assure the commission members of the commitment of ASCD in this direction and they discussed specific ways that they might have input into ASCD's total program. Mr. Grant and Mr. Downing also met with Mr. Speiker concerning his role with the state units and with Mr. Leeper regarding ASCD publications. They also requested representation from the Executive Council on the commission and Mr. Della-Dora suggested that Mr. Macdonald be named to this liaison role. The Executive Council agreed to have Mr. Macdonald serve as their representative on the commission.

17. Program Development Discussion

The Executive Council session ended with a discussion on direction which needs to be taken by the Program Development Sub-Committee at the next meeting. A discussion
of the futures emphasis within the association was mentioned by President Unruh and Mr. Shane. The Program Development Committee will have the task of considering the Review Council's suggestion with regard to assuring a continuing effort in Program Development areas that are deemed important. Mr. Cawelti indicated his view that there needed to be greater consideration in the development of ASCD activities with respect to what stage the organization deals with the diffusion of change in curriculum development. This raises the issue of whether the association should continue spending a substantial amount of its efforts in publications, annual conferences, and institutes in diffusing information about curriculum and instruction matters that are already underway or should it make a greater effort to probe into the initial stages of research and formulation—to do an analysis of what our annual conference does with respect to the continuum of stages of the change process, ranging from research through development, diffusion and adoption. The same analysis needs to be done of the publications program and results of these analyses will be presented for Executive Council consideration at its Spring meeting.

18. Shane Reports on WCCI Conference

Mr. Shane reported on his ASCD sponsored attendance at the "World Conference on Education" at the University of Keele in England on Sept. 8-18. He indicated a more detailed report of the formal conference proceedings will be available to the Executive Council in the Fall. He concluded by saying that he endorsed continued ASCD support at the present level, "corrected for inflationary trends despite the many demands placed on our ASCD budget."

The meeting adjourned at noon on Saturday, October 26th.
I. Constitutional Review

1. Article IV - Section 1. Eliminate the awkward wording by removing the bracketed phrases.

2. Change the name of the Executive Officer of the Association from Executive Secretary to Executive Director.

3. By-Laws. Article 1 - membership dues. Add a sentence to indicate that the intent of Constitution Article III-Section 5 is for life memberships to be free.

4. That the Constitutional Review Committee not be reconstituted.

II. Board of Directors Procedures.

1. Nominations. A review of the procedures reaffirms that, although the process is complex and somewhat confusing, it is a good one. It has a good set of checks and balances and assures a broad involvement of our membership.

   We recommend that a one page flow chart be developed by the executive staff and added to the Policy Statement Handbook.

2. Composition. The committee recommends that each affiliated unit be advised by the National Association to address itself to the way it elects or appoints its members to the Board of Directors. The units should keep in mind the need to represent the membership at the grass roots level. Affirmative action policies must be met in securing nominees.

   Board members elected as unit representatives are encouraged to meet as a group within their unit prior to the Board of Directors annual meeting in order to prepare themselves to participate actively in that meeting.

   Affiliated units are also urged to assure attendance of their representatives or alternates at the annual meeting of the Board of Directors and to assure that the representatives are in attendance for the entire session.

   The executive staff should provide data and examples to the units illustrating the importance of these recommendations. The procedures used in Michigan to accomplish the above desirable actions could be used as an example.

   The Executive Council members elected from the Board of Directors should immediately release their Board positions so that they may be filled by either an at-large or affiliated unit representative, depending upon the channel from which the Board position was originally attained.
When a board member is unable to attend an Annual Meeting of the Board, affiliated units may confirm the appointment of an alternate by a letter from the affiliated unit president to the Executive Director.

3. **Quorum Requirements.** It is recommended that an automatic continuing quorum count be devised for the Annual Board Meeting and that the Executive Director devise and implement such a plan. At a time that a quorum does not exist the session would revert to a committee of the whole and actions would become advisory to the Executive Council.

Careful consideration should be given to Agenda development in order to assure that those items of greatest concern to the Association and Board of Directors be presented early in the session.

Provide an opportunity for subgroups from the Board to meet and discuss the Agenda Items and then make recommendations to the entire Board.

4. **Communications.** In order to improve communications between the Executive Staff, Executive Council, and the Board of Directors, the committee suggests the following be considered:

   1. Be sure that Annual Meeting information be sent as early as possible to all Board members.

   2. Continue a Presidential Newsletter to the Board in order to keep them informed of Association business as well as to maintain a personal contact.

   3. Divide the affiliated units among the Executive Council members elected from the Board and indicate to those units that that person is their contact with the Executive Council. The units then may initiate a contact with their representative.

Finally this committee wishes to reaffirm that the provisions we now have for assuring the right of membership to be heard at Board meetings prevail.

Individuals and groups are encouraged to make proposals to the Board of Directors and that they should be instructed on how this may be accomplished.
DISPOSITION OF 1974 REVIEW COUNCIL REPORT

1973-75 RECOMMENDATIONS

ITEM | ACTION | DISPOSITION *
--- | --- | ---
1. EXPRESS POSITIONS ON ISSUES AND PROBLEMS OF ASSOCIATION CONCERN | considerable time being spent on this by ES - specific topics for 1974-74 include cultural pluralism, accountability, and urban school decentralization. | 2

2. STRENGTHEN RELATIONSHIP BETWEEN AFFILIATED UNITS AND NATIONAL | Assoc. Secretary for field service hired Aug. 5; trips to state by officers and other staff. | 1

3. ESTABLISH A "WHATS NEW?" PUBLICATION ON SIGNIFICANT DEVELOPMENTS IN CURRICULUM | intent reflected in our recent efforts to have News Exchange do this. | 1

1974 RECOMMENDATIONS

1A OPERATIONAL CONTINUITY OF THE ASSOCIATION - EVALUATION AND FILE | all staff members requested to maintain such a file including an evaluation form by out-going committee chairmen. | 1

B. STUDY TO DETERMINE NEED FOR STANDING, LONG RANGE COMMITTEES | to be discussed by EC in October. | 3

C. MAINTAIN FILE ON FOCUS AND ACCOMPLISHMENTS OF WORKING GROUPS | proposal format for WG developed and in use - file will include evaluation form due in August. | 1

D. DEVELOP INDEXED POLICY BOOK FOR BOARD OF DIRECTORS | abstracted version being developed by VB - 1 will be made audible in New Orleans. | 1

E. EXPLORE WAYS TO DEVELOP SUSTAINED EFFORT ON NEW THRUSTS | EC has reduced number of WG and I believe 2 intends to keep as long as needed to accomplish mission. | 2

F. REVIEW EACH STEP OF NOMINATION AND ELECTION PROCEDURES | now in preparation for review by EC in October for transmitted to Board of Directors in March. | 2

* 1 - staff considers accomplished unless further EC direction given.
2 - some actions taken - subjective judgment as to whether fully accomplished.
3 - no action taken - EC direction needed before staff undertakes related activity.
### REVIEW COUNCIL REPORT (CONT.)

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<tr>
<th>ITEM</th>
<th>ACTION</th>
<th>DISPOSITION</th>
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<tr>
<td>2. EMPHASIZE USE OF SOCIAL ISSUES FOR THE DEVELOPMENT OF CURRICULUM</td>
<td>- conf. theme: &quot;Curriculum Action For a Crisis Society;&quot; Social Issues section of NE; Danforth seminar; member's responsibility.</td>
<td>2</td>
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### 3. GOVERNANCE PROCESSES

| A. PROVIDE EXTENDED TIME FOR POLICY FORMULATION | - extra Board session on March 16. | 1 |
| B. BOARD SET PRIORITIES AND POLICIES FOR FOLLOWING YEAR AT ANNUAL CONF. | - prime source of staff guidance for WG and NCSI in 74-75 was on basis of needs assessment of Board of Directors. | 2 |
| C. EXEC. COUNCIL MAKE DECISION BASED ON BOARD POLICIES | - not aware of exceptions to this. | ? |
| D. INVOLVE BOARD IN SETTING ITS AGENDA | - will be done through Jan-Feb, 1975 and thereafter. | 1 |
| E. DELINEATE ROLE OF BOARD MEMBERS WHO ARE ON EXEC. COUNCIL | - committee appointed by GU to accomplish this; will meet on October 24. | 1 |
# DISPOSITION OF BOARD OF DIRECTORS ACTIONS

**MARCH 8, 9, 13, 1974**

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<th>ITEM</th>
<th>ACTION</th>
<th>DISPOSITION</th>
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<tr>
<td>1. APPoint COMMITTEE TO STUDY DISAFFILIATION AND MADE RECOMMENDATION.</td>
<td>approved by GU in May, will meet on October 27.</td>
<td>1</td>
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<tr>
<td>2. SUBCOMMITTEE OF THE BOARD BE ESTABLISHED TO REVIEW AND SET PROCEDURES FOR THE BOARD OF DIRECTORS AT THE 75 ANNUAL CONFERENCE.</td>
<td>Kingston subcommittee to be considered on October 24.</td>
<td>1</td>
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<tr>
<td>3. REVIEW OF ASSOCIATION'S INVESTMENT PRACTICES.</td>
<td>professional investment counsel approved by EC in May.</td>
<td>1</td>
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<tr>
<td>4. RESTUDY THE 1978 CONF. SITE AND SECURE ASSURANCE AND INSURANCE RE LOSS THROUGH WORK STOPPAGES.</td>
<td>communication with Convention Bureau affirms that assurance cannot be given but we do have insurance.</td>
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<td>5. CONTINUE (RE-ESTABLISH) WORKING GROUPS ON CURRIC. DEV. MODEL AND CERTIFICATION OF CURRIC. WORKERS.</td>
<td>both authorized by EC in May.</td>
<td>1</td>
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<tr>
<td>6. RECONSTITUTE A LARGER CONSTITUTIONAL REVIEW COMMITTEE, PROVIDE BUDGET EC REVIEW CONSTITUTION, ETC.</td>
<td>EC to consider in October; budget allotment of $1800 for committee.</td>
<td>3</td>
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<td>7. ACSA RELATIONSHIP - CONDUCT MAIL REFERENDUM.</td>
<td>accomplished in May, 1974, at required by motion.</td>
<td>1</td>
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### DISPOSITION OF 1974 ASCD RESOLUTIONS

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<th>ITEM</th>
<th>ACTION</th>
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<tr>
<td>1. ACADEMIC FREEDOM - establish committee, publication, position paper, collaborate with other.</td>
<td>publish statement developed by NCSS in News Exchange, or Educational Leadership.</td>
</tr>
<tr>
<td>2. ACCOUNTABILITY - commission task force, define processes.</td>
<td>accountability study underway to assess impact of the movement; NCSI on &quot;Accountability Skills for Curriculum Workers&quot;.</td>
</tr>
<tr>
<td>3. CABINET STATUS FOR EDUCATION - communicate need to Executive Branch.</td>
<td>letter to President Ford.</td>
</tr>
<tr>
<td>4. FEDERAL FUNDING - request HEW to delineate all guidelines at time funds are allocated.</td>
<td>staff discussion with Charles Saunders and letter to Commissioner Bell.</td>
</tr>
<tr>
<td>5. NATIVE AMERICANS - series of re-communications supporting increased funding, etc.</td>
<td>working group authorized by EC; resolution sent to BIA; solicited applicants for ASCD staff position.</td>
</tr>
<tr>
<td>6. NIE - support increased funding &amp; educator participation.</td>
<td>Cawelti testimony to both House and Senate Appropriations Committees; organized meeting of AASA, NAESP, NASSP, AERA, CCSSO to provide input on new NIE Director selection.</td>
</tr>
<tr>
<td>7. MIDDLE SCHOOLS TEACHER PREPARATION - seek ways to improve through NCATE, TEDS, SDE's, etc.</td>
<td>WG authorized by EC to carry out this charge.</td>
</tr>
<tr>
<td>8. WOMEN AND MINORITY GROUPS IN INSTRUCTIONAL MATERIALS - direct members to evaluate all materials following guidelines.</td>
<td>resolution published in NE and in ASCD booklet, &quot;Eliminating Ethnic Bias,&quot; all ASCD members informed of their responsibility for this.</td>
</tr>
<tr>
<td>9. LATINO CONCERNS - series of recommendations including estab. of working group.</td>
<td>working group authorized by EC; NCSI on &quot;Cultural Pluralism,&quot; meetings with publishers and AAP reps.; WG will need to follow through on certain element of this resolution.</td>
</tr>
<tr>
<td>10. RESOLUTION PROCESS - report on action taken on each resolution during conf. and in News Exchange.</td>
<td>will be done by March.</td>
</tr>
</tbody>
</table>
November 6, 1974

TO: Members of the Board of Directors of ASCD

FROM: Glenys G. Unruh, President

We are now almost three-fourths of the way along the road from Anaheim to New Orleans. What have we accomplished thus far this year as an Association? What trends are emerging? Where do we seem to be going? In this letter I will express some of my impressions of the year's work and will welcome letters with your suggestions and comments in return.

Thus far I have visited more than a dozen affiliated units. From each one I have come away with a feeling of excitement about the work going on in various states. Membership in the affiliated units seems to be increasing. A number of the affiliated units are sponsoring local, state or regional conferences in addition to the usual annual meetings. Themes of the state conferences seem to recognize the rise of cultural pluralism with emphasis on new movements toward options in education that respect the needs of those who are different whether being different refers to differences in age, abilities, race, sex, educational goals or social background. Conference themes stress new responsibilities for educational leadership, realistic approaches to bringing about change and cooperative decision making as we search for effective ways to develop curriculum for the future.

The National Curriculum Study Institutes scheduled in Atlanta, Chicago, Portland, Tampa, San Francisco, Houston and New York have thus far been well attended. Feedback indicates a high level of effectiveness. The topics of curriculum renewal, multicultural education, moral education, effective supervision, open education, competencies for curriculum workers, and humanistic climate are also indicative of trends. Special attention to the concerns of urban curriculum directors will be the subject of a conference in Atlanta, December 4-6.

The working groups approved for this year are meeting as planned and in each case giving serious attention to fulfilling the charge made to the group. These working groups include: Sexism in Education, New Directions in Secondary Education, Multicultural Education, Humanistic Education, The Emerging Adolescent Learner (Middle School), Curriculum Development Procedural Models, Certification of Curriculum Workers (competencies needed), Black Concerns, Native American Concerns, and Latino Concerns. Each working group is made up of a cross section of membership which recognizes the diversity of our membership. Because of budget limitations, it has been necessary to keep the working groups rather small and thus we have felt a bit frustrated by not being able to include as many people on the various committees as we would like to.

In my discussions with curriculum workers in all parts of the country, it seems
obvious to me that futures research, which Harold Shane has so clearly called to our attention, is having an effect on local curriculum planning. New attention is being given in the curriculum to the problems of overpopulation in the face of diminishing resources, interdependence of the nations of the world, and increasing attention to studies of law and governance. Attention to societal problems is reflected in new ways that are being created to lead students in confronting moral dilemmas, clarifying values, engaging in decision making and problem solving processes, and developing greater liaison with the community so that school-community learning becomes a two-way street.

We are facing up to our literacy problems, finding new ways to help students learn, increasing our attention to early childhood education, learning disabilities, and the special needs of physically handicapped children. Cultural pluralism, mentioned above, finds expression in all sorts of new programs for students with new respect for those who are different from one's self. In all of these matters, much is being done, but much, much more needs to be done.

The business of the Association is moving forward. The Executive Council met in Washington, October 24-26, 1974. You will receive minutes of the meeting from Gordon Cawelti, as you did before. We reviewed plans for the New Orleans Conference, discussed publications, program development, budget information, and gave consideration to procedures needed in meeting the recommendations of the 1974 Review Council Report, the Board of Directors actions at Anaheim, and the 1974 Resolutions. You will receive a summary of action taken in response to recommendations from these three sources.

You will recall that the Board of Directors requested that a committee be appointed to review the procedures of the Board of Directors meeting and clarify the need for Constitutional revision. The committee met just prior to the Executive Council meeting, on October 24, 1974. Only minor changes are recommended in the Constitution. The nominations procedure, while complex, appears to provide a good set of checks and balances and assures a broad involvement of our membership. The committee, therefore, recommended its continuance with clarification provided to the Board with the use of a flow chart to be developed by the Executive staff and added to the Policy Statement Handbook, which is also in preparation for the Board of Directors. The committee's full report will be included in the minutes coming to you from Gordon Cawelti.

The issues of crowded agenda and quorum requirements for the annual Board meetings, were matters of particular concern. At Anaheim last year a number of persons felt that insufficient time was allowed in the schedule for adequate attention to the business of the Association by the Board of Directors. Therefore, an additional meeting is built into the conference schedule for New Orleans. Board members are urged to stay over for the final meeting of the Board of Directors so that a quorum may be present for final business of the conference. However, at a time that a quorum no longer exists, the session will revert to a Committee of the Whole and discussion for the remainder of the period will become advisory to the Executive Council.
Your assistance is needed in recruiting new members for ASCD, both at the national level and in the affiliated units. Recruitment materials have been mailed to you and have also been mailed to persons whose names you have suggested. Many of you have responded to Gordon Cawelti's request for names of prospective new members in a way that shows that you gave much thought and consideration to the matter. Each name suggested has received a letter inviting him or her to become a member. More names are needed. Please forward them to Gordon Cawelti, 1701 K Street N.W., Washington, D.C. 20006.

Also needed is your assistance in identifying talents among our members. Suggestions for nominees for the 1975 slate of officers and Board of Directors should be forwarded to Dr. Lamar Miller, Education Director, Institute of Afro-American Affairs, New York University, 10 Washington Square, #500, New York, N.W. 10003. He is chairman of the Nominations Committee for next year.

If you have names to suggest as writers of articles for Educational Leadership, the yearbooks or other publications; committee members for working groups; speakers at conferences; or other types of expertise needed by ASCD, please forward the name of the person, his or her professional address, and supporting statements to Gordon Cawelti.

Regarding the election now in process, I must join the Washington staff in apologizing to you for the mixed-up mailing which you received. Our mailing service stuffed a mismatch of messages in the envelopes so that a ballot without supporting statements concerning the candidates was mistakenly sent along with a letter soliciting membership. Each of these items belonged in a different set of materials. By now you should have received a new ballot (yellow) and the News Exchange which provides background information on each of the candidates. Please don't forget to send in your new ballot. The deadline has been extended to December 15.

I hope that each of you has had an opportunity to meet the newer members of the office staff. In addition to Gordon Cawelti, Executive Director (notice the new title, a change authorized by the Executive Council) Charles Speiker and Geneva Gay, Associate Directors, have visited a number of the affiliated units in addition to their duties with the working groups and the National Curriculum Study Institutes. They are also enthusiastic about the interest and high level activity of the Association this year.

The New Orleans Conference promises to be one of the best that we have ever had. Please urge other curriculum workers to attend. I will look forward to seeing you around the various sessions and greeting you in the Board of Directors meetings.

Sincerely,

[Signature]
Dr. Gordon Caselti  
Executive Secretary  
A.S.C.D.  
1701 K Street, N.W.  
Washington, D.C. 20202  

Dear Gordon,  

I would very much like for the following letter and enclosure to be sent to the members of the A.S.C.D. board of directors, committees, working groups, unit presidents, etc. It should read as follows:  

Memorandum to:  

Members of the A.S.C.D. board of directors, committees, working groups, unit presidents.  

From: Lawrence S. Finkel, Chairman of the Resolutions Committee  

Date: October 15, 1975  

In preparation for the New Orleans Conference, the Resolutions Committee is again soliciting your help in identifying critical areas in education which may be presented in the form of resolutions at the annual meeting. The enclosed materials, prepared by the committee at their last meeting represents an effort to elicit participation in the resolutions process.  

We are asking you to react to a number of elements:  

1) to the particular items selected for presentation  

2) to the use of alternative positions as input prior to our final drafting,  

3) any additional ideas or complete resolutions that you feel should be included at the New Orleans Conference.
The attempt is to give the resolutions committee some guidance as they prepare resolutions for consideration along with those that may be offered by others at the New Orleans Conference. Finally, it is my sincere belief that in order to have resolutions play a significant role in ASCD, it is vitally important that each one of you offer your opinion at this particular time. To be useful comments on the enclosed resolutions as well as new ones must be returned by January 15. Will you please return them to:

Lawrence S. Finkel  
Director  
Northeast Bronx Education Park  
750 Baychester Avenue  
Bronx, New York 10475

Sincerely yours,

[Signature]

Lawrence S. Finkel  
Director, Northeast Bronx Education Park

LSF:jt  
encl.
Application of Education Research

The concern for the lack of application of educational research to educational practice was identified in a resolution presented and passed at the 1973 ASCD Annual Conference. It is felt that insufficient progress has been made in resolving this concern. Therefore, the 1973 resolution, with some modification, is resubmitted as follows:

Educational research is disseminated traditionally in both oral and printed word in a language not readily comprehended by many school professional personnel and through channels often neither available to nor used by the same persons. The value of educational research lies in an evaluation of its effectiveness following its application in an educational setting. Further, the value of educational research should lie in the implementation of those aspects which, when evaluated, are deemed to contribute to quality education.

It is recommended that the ASCD Board of Directors direct its Research Council to identify the most crucial educational needs. This group will:

1. Review past and current educational research on these crucial needs.
Application of Education Research (continued)

2. Evaluate this research and the extent to which it contributes to the solution of the identified educational needs.

3. Prepare for dissemination those educational research findings which were identified through the evaluation as contributing to the solution of the crucial educational needs.

4. Present research findings in a form which will be useful to school professional personnel.

5. Be responsible for disseminating these materials.
Discriminatory Budget Cuts

The goal of education is the provision of a curriculum which meets the needs of each individual. If this curriculum is to be a viable one, it must include not only the academic subjects, but also, the aesthetic courses. Further a viable curriculum, of necessity, provides for the inclusion of sound innovative curricular changes.

Courses in art, music, and drama, as well as, promising innovative practices are frequently among the first areas of the curriculum to feel the fiscal pruning knife under the pressure of federal, state, and local budget cuts. These apparently pragmatic but short-sighted eliminations are not in keeping with the goal of providing a curriculum for the well-educated individual.

It is recommended that the ASCD Board of Directors provide for a position paper emphasizing the need for the humanities and the arts, as well as, the sound innovative programs in all areas of the curriculum. It is further recommended that this position paper be sent to the National School Boards' Association and the American Association of School Administrators for distribution to both local and state school personnel prior to annual budget planning.
Academic Freedom

Continued threats to academic freedom by lay and lobby groups in:

- censorship of materials of instruction;
- dismissal of teachers and administrators;
- boycotting and/or closure of schools;
- strikes among laboring groups; and
- implied and stated threats against educators

At all levels and in all parts of the country rekindle a concern for disruption of the total educational process. Any attempts, either overt or subtle, to censor expression of ideas or to prevent the examination of controversial issues and materials of instruction available to students hinder the development of the power of critical discrimination by students.

In view of this situation it is recommended that:

1. The A.S.C.D. Board of Directors reaffirm and reinforce its previous positions that growth in the realization and application of democratic values requires that learners have the freedom to learn and teachers have the
Academic Freedom (continued)

freedom to teach.

2. In addition to working with the group of educators who are developing a case studies handbook on both incidents and the resolution of problems concerning threats to academic freedom, and in addition to publishing statements developed by the NCSS in the News Exchange or Educational Leadership, the A.S.C.D. Board of Directors publish a position paper on the necessity of academic freedom.

It is recommended further that the ASCD Board of Directors provide copies and encourage support of both the case studies handbook and the position paper for the following groups:

National and State School Board Associations,

National and State School Administrator Associations

and National, state, and local teacher organizations.
Guidelines for Responsible Decision-Making

Concern for morality and values has long been expressed in school goals or has been an expectation held by the community. However, what kind of morality and whose values are to be taught frequently create dissension among both educators and lay people. Helping young people with value clarification has emerged as a critical problem in preparing youth for contemporary society. More and more the individual is called upon to make important decisions which affect not only his well-being but also the well-being of others. The development of those skills and principles underlying involved in the process of responsible decision-making should be an integral part of an effective school program.

It is recommended, therefore, that the ASCD Board of Directors form a study group to identify those principles and skills necessary for responsible decision-making. It is recommended further that this study group establish guidelines for the implementation of a program designed to teach the underlying principles and to develop skills in responsible decision-making.

W. Kantt 9/27/74
Cultural Pluralism

The American Education System should provide for all children and youth a general education which will result in the development of social sensitivity, intellectual competence, physical and mental health, aesthetic responsiveness, and desirable ethnic standards. Within these commonalities there must be provision for all ethnic groups to preserve their language, cultural heritage and background. Overemphasis on any of the latter aspects, however, or overspecialization at the expense of general education should be resisted, for the improvement of our way of life is dependent upon varied citizens who are creative human beings with broad interests and talents.

To focus excessive attention or support only on the ethnic aspect of an education program or certain population groups will eventually result in a poorly informed citizenry and a less vital nation.

It is recommended that the ASCD Board of Directors reinforce the position taken at the 1974 annual conference by the committee on Instructional Materials.

It is further recommended that ASCD devote an issue of E.I. to this important topic.
THE METRIC SYSTEM

The Metric System of measurement is in use in most countries of the world. This system simplifies mathematical computations. Despite these obvious advantages, the Congress has not yet passed legislation necessary for implementation of the Metric System in this country.

It is recommended, therefore, that the ASCD Board of Directors write to members of the Congress urging prompt passage of such legislation.