ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Executive Council Meeting

Holiday Inn
Oldtown, Virginia

October 12 - 15, 1977

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Executive Council Meeting

Holiday Inn
Oldtown, Virginia

October 12-15, 1977

Presiding: Elizabeth Randolph

The Executive Council convened in the Holiday Inn in Alexandria, Virginia with the following members present:

Elizabeth Randolph, President ASCD; Donald Frost, President-Elect; Philip Hosford, Past President; Joseph Bondi; Dorothy Bryant; Gerald Bryant; John Codwell; Diane Gess; James House; Sister Elaine Kohn; Dolores Silva; Chon LaBrier. Ed Karns was not present.

Also attending were:

Gordon Cawelti, Executive Director ASCD; Ruth Long; Roosevelt Ratliff; Robert Leeper; John Bralove; Virginia Berthy.

Invited consultants to the meeting included:

Robert Marik of McManis Associates and Allan Nowakowski, evaluation consultant from Western Michigan University

President Randolph introduced the new Associate Directors to the group and welcomed the consultants who were present to assist with the Long Range Planning Project. Some minor corrections to the previous minutes were noted and will be entered on the official minutes preserved in the office.

It was MOVED by Ms. Bryant and SECONDED by Mr. Bondi "that the previous minutes be approved as corrected." MOTION CARRIED.

1. Long Range Planning Project

President Randolph explained that the agenda called for working at least this evening and the following day with any additional time needed on Friday in addressing the task involved in the Long Range Planning Project. She recalled that the Executive Council had decided to assume this responsibility themselves in response to the recommendation of the Review Council that a long range effort
like this be undertaken to set some directions for the association in the years ahead. She also said that Robert Marik was present as a result of Executive Council action calling for a process person to be present who had no ties to the organization and that it was anticipated the McManis firm would do a survey of the board and a sampling of the membership as a part of the Long Range Planning Project. They will also interview all Executive Council members during this meeting and subsequently members of the staff in developing the instrument to be used in such a survey. They will further assist in the document analysis of ASCD goals and assist in the preparation of the details of the five year plan.

Mr. Cavelti suggested that no attempt be made to record all of the discussions which would be held during the next two days in regard to the Long Range Planning Project but rather to report on the most significant areas of consensus and suggestions that are made in the process of these deliberations.

a. Analysis of ASCD Goals Statements

The group then proceeded to examine such documents as the constitution, policy handbook, program development reports, "issues" study and Review Council recommendations. They also had been given the opportunity to review a study of the history of ASCD. President Randolph, in the discussions that ensued regarding the purposes of ASCD, requested that the following persons serve as a subcommittee to attempt to pull together comments made about ASCD purposes: Phil Hosford - Chairman, Jim House, Elaine Kohn and Delores Silva. She also asked that Ruth Long serve as a staff consultant to this subcommittee along with the other consultants present at the meeting. There appeared to be a consensus that there could be some consolidation and clarification of the goal statements in the constitution which were last revised in 1970. During the next several hours and as a result of a number of modifications and council deliberations the following revised statement of ASCD purposes evolved and was suggested as appropriate to be used for the balance of the meeting as the basis for the needs assessment and planning aspects of this project: (Proposed as a revision of the Purpose Statement appearing on Page 2 in the Constitution)

The purpose of ASCD shall be to seek balanced instructional programs for assuring equal and quality educational opportunities for all students. Specifically the association shall:

1. Provide human resource development experiences to promote professional leadership for cooperative curriculum planning and development by all persons involved in and affected by education at all levels.

2. Provide human resource development experiences to improve supervisory skills and leader behavior which focus directly on assisting instructional personnel in achieving instructional goals.

3. Review and disseminate information about educational practice, media research and materials for improving instruction.

4. Develop and sustain communication among all of the groups of professionals directly involved in the improvement of curriculum and instruction.
5. Identify, study and evaluate issues in supervision, curriculum and instruction and express the association's positions on them including the impact which forces outside of the school have on the learner.

6. Encourage research, evaluation and theory development in the areas of curriculum, supervision and instruction.

   It was MOVED by Mr. Hosford and SECONDED by Sister Elaine "that we adopt this reordering of objectives for transmittal to the Board of Directors." MOTION CARRIED.

b. ASCD Program Analysis

The next phase of the project involved members of the council being placed into three small groups which were asked to analyze specific aspects of ASCD resource allocation for various program features. President Randolph appointed the following subcommittees for this purpose:

1. Budget -- John Codwell (Chairman), Elaine Kohn, Chon LaBrier and John Bratove (staff)

2. Staff Organization -- Don Frost (Chairman), Phil Hosford, Diane Gess and Dorothy Bryant

3. Program -- Jim House (Chairman), Gerald Bryant, Joe Bondi and Delores Silva

These subgroups were then given time to proceed in an analysis of their respective areas as it relates to ASCD's overall purposes. That is, to ascertain the extent to which budget, staff and program reflect association's purposes.

President Randolph then called on John Codwell to report on the discussions held by the subcommittee dealing with budget. He said that their analysis indicated that approximately half of the association's resources could be construed as being devoted toward dissemination of information principally via the publications program. Another third could be regarded as developing and sustaining communications among persons via the NCSI and Annual Conference Program. Approximately 9% of the association's funds are used for administration and governance. Overall some 12% of the budget goes into the specific area designated as program development. Overall the analysis further revealed that within the approximately half of the association's budget going for dissemination of information, approximately 70% seems to be going into curriculum development areas and 30% into supervision areas.

Mr. Codwell then said the committee had made a number of suggestions to attempt to improve association services within two different general organizational purpose areas -- identifying issues and expressing the association's views on them, and in the research and theory area. The following suggestions then were made as some ideas which might be considered in the Long Range Plan to improve services in these areas.

   Identify, study and evaluate issues in supervision, curriculum and instruction and express the association's positions on them including the impact which forces outside of the school have on the learner.
• Retaining a public relations person or firm whose purpose would be to make the association more visible and to have a conference press office to assure better advanced publicity for association affairs.

• Installing a telephone hotline to respond better to member concerns and get information out to them on significant issues.

• Publishing an "Issues Newsletter" which might have a mailback portion with member views on it.

Encourage research, evaluation and theory development in the areas of curriculum, supervision and instruction.

• Establish a research arm of the association staffed with graduate students or interns and then possibly in 1978-1979 a permanent staff position.

• Establish a clearinghouse with a research director responsible for research at all levels including obtaining data on significant curriculum issues, developing proposals and stimulating research.

• It would be hoped that such a research service might be self-supporting and would secure grants to carry out association projects.

• Establish a research corporation as an organizational tool for receiving and dispersing such funds.

c. President Randolph then called on Don Frost to report on the discussions of the subcommittee working on staff organization. Mr. Frost discussed his committee's work by saying that they felt the following association purposes were being accomplished least well: identifying and expressing views on issues: research, theory and evaluation: disseminating information on instructional materials and communicating with professional groups. These deficiencies seemed to the subcommittee to imply that consideration should be given to the following services or functions within the association:

• Consider establishing a research/evaluation department with a full-time staff member to provide more information on issues and stimulate work in the area of research, theory and evaluation.

• Establishing a clearinghouse on curriculum materials which would perform a distribution service or a user reference service.

• Although collaboration with other groups was recognized, it was suggested that there should be more collaboration with content area (subject matter) organizations and reporting curriculum concerns in these areas. Closer collaboration with AERA was also discussed.
- The subcommittee felt that consideration should be given to the problem of environment of the learner outside the classroom and its impact on learning and that this should appear in the constitution.

- Use the results of the research department and the evaluation of instructional materials to communicate back to publishers the concerns of the profession on topics such as sexism and multicultural education.

d. President Randolph then called on Jim House to report on the discussions held by the committee looking at resource allocation for program development. He reported that the committee felt that there was a definite focus to the publications with curriculum receiving the highest priority and supervision second. A number of additional topics are also covered such as social involvement, multicultural education and humanizing and individualizing instruction. He said that the emphasis seemed to be more toward practice than theory and that the attention to research had fluctuated over a period of time. There seems to be a weak bridge between research, theory and practice in the publications. There was also some indication that the focus appears to be heavier on elementary education than secondary.

In discussing curriculum or research institutes he said that prior to 1970 there had been more emphasis on research and theory with the production of booklets on these topics whereas more recently the NCSI seemed to have focused more on practice and dissemination. The major focus of the NCSI has been on curriculum and supervision.

In analyzing the working groups of the association, he said that prior to 1976 the program development efforts in this area seemed to be "everything to everybody"; but in 1977 there has been an attempt to focus on larger areas such as multicultural education and research and theory. Further analysis of the program development for the current year shows concern for the profession itself and that attempts have been made to identify the roles of instructional leaders and supervisors. He then reported on the detailed analysis that Ms. Silva had done in regard to conference themes, publications, institutes, grant proposals and working groups. According to the criteria Ms. Silva used, there was a larger number of items in most of these areas on topics other than curriculum and instruction or supervision. Mr. Cawelti said that the establishment of the working groups and committees was a primary concern of the Review Council and that this problem of program development resource allocation should be reviewed carefully. He also expressed concern that the products of many working groups were very limited.

Mr. House suggested that a more limited number of curriculum institutes should be undertaken to assure better quality control. It was also suggested that more clearly defined efforts such as a research summary should become a part of the publications program. Unresolved issues but matters of concern were the theory/practice issue and a better understanding of the distinction between curriculum leaders and supervisors.

Mr. Cawelti then discussed four areas of concern from his vantage point in the association:
1. It is a continuing problem to have access to information needed to locate people with specialized kinds of competence and interests for the purpose of speaking at conferences, serving as a consultant at curriculum institutes, serving on working groups, and other association functions. He said that this has become an increasing problem as ASCD has grown in size with an increasingly diverse constituency. He felt that intensified efforts need to be made to respond to the diversity of the new membership while retaining cohesive organizational goals.

In order to help the association better respond to this problem, he urged that some consideration be given to some kind of divisional, job-alike or interest group organization within the association. He also said that in the future as staff persons are assigned, people with expertise in elementary, middle and secondary schools and supervision be employed so that a well rounded staff is assured.

2. While most of the association's effort has historically been on dissemination and communication, he said that basic to much of what we are doing and should be doing is what is increasingly coming to be called human resource development. There is a need to do a better job of training people to be instructional leaders, curriculum developers and supervisors and that this is what we are essentially attempting to do with the NCSI program and the annual conference.

He said serious consideration should now be given to the construction of a new headquarters facility for the association (because also of increasing space limitations at 1701 K St.) and that this headquarters facility should include an exemplary national conference center. This would permit better quality control over the institutes and seminars held if they could be tried out under direct staff supervision using the best in consultants, media and materials; but that more functional setting and equipment is clearly necessary if we are to do a good job of training.

3. A major inadequacy of the association's ability to speak out on educational issues is the failure to have an information collecting system which would isolate issues and find out points of view and obtain data relating to these issues. Although he has been repeatedly urged to assist the association in expressing its views, very often it is difficult to have adequate information in order to make recommendations to the officers or the membership with regard to an association position on them.

He recommended that consideration be given to the establishment of a research and development department within the association which could perform these services lacking. He pointed out that this was consistent with other recommendations tentatively posed by members of the Executive Council making the same analysis -- this would be the logical place to establish a clearinghouse on curriculum materials and to urge greater attention to the research and theory aspects of curriculum and supervision.
4. He pointed out that many affiliated units still need substantial assistance to develop a stronger professional program for their members. The efforts of the affiliated units should be more closely linked with the goals being sought by the national association.

He recommended that consideration be given to the establishment of a task force of experienced affiliated unit presidents to undertake a year-long study of the problems of affiliated units in an effort to ascertain how the goals of both the affiliated units and the national association could be more closely linked.

In concluding the time spent on the Long Range Planning Project, Mr. Cawelti pointed out that the following activities will be undertaken between now and the annual conference:

1. The McManis firm will design and carry out a survey of the views of board members and a sampling of the general membership.

2. The Review Council will be asked to participate in the project by going through some of the same processes engaged in by the Executive Council by way of needs assessment, goal setting and five year projections.

3. Officers and staff visiting state units will be urged to discuss the Long Range Planning Project and obtain as much feedback as possible.

President Randolph asked the Executive Council to plan on meeting an extra half-day in San Francisco (starting at 8:30 a.m. on Thursday morning, March 2) to review the additional efforts made in the meantime and to make recommendations on the documents to be transmitted to the Board of Directors. These will include the following items:

1. Proposed constitutional changes dealing with association purposes

2. A specific five year plan for the association developed by the staff and McManis Associates


President Randolph thanked the members of the Executive Council and the consultants for their efforts in moving the project this far along in its early stages and then turned to the regular Executive Council agenda of items.
1. **Anaheim Chosen for 1982 Conference Site**

Mr. Cawelti said that the Executive Council had previously narrowed the site options for the 1982 Conference down to San Francisco and Anaheim. Staff analysis has shown that since the conference was to be in San Francisco this year and that cost to the individual member and the association would be substantially less in Anaheim, the recommendation should be for Anaheim. Ms. Berthy said that the association's experience with the Anaheim convention and hotel people last time was very good.

   It was MOVED by Mr. Codwell and SECONDED by Mr. Bryant "that Anaheim be designated as the 1982 Conference site." MOTION CARRIED.

Mr. Cawelti said that if attendance is substantially down in the West Coast site this year, the board policy of rotating the conference each year should be reconsidered before making a decision to return there again.

2. **Selection Committee for 1979 Nominating Committee Named**

President Randolph requested that Don Frost be the Chairman to work with three persons he would select to bring back recommendations for three persons to be named from the Executive Council to a six person Selection Committee for the 1979 national election. This Selection Committee selects the Nominating Committee for the 1979 slate. Later during the meeting Mr. Frost made the following recommendations to serve on the Selection Committee: Dorothy Bryant, Delores Silva and Joe Bondi.

   It was MOVED by Gerald Bryant and SECONDED by Sister Elaine "that these three persons be named to the Selection Committee." MOTION CARRIED.

President Randolph said that she wished to designate Joe Bondi as Chairman of the Selection Committee.

3. **Flora Roebuck Reports on Research and Theory Working Group**

The council had requested a progress report this fall from the Research and Theory Working Group and Flora Roebuck was present representing the committee. She said that the group had identified ten major instructional goals by a careful analysis of several different goal statements they had isolated. Some revisions had been made of the Pennsylvania goal statements which were the major source of the group's deliberations. They have since crosschecked to see the interrelatedness of these instructional goals and were now attempting to develop specific recommendations for how these cognitive and affective goals could be measured. It is their hope that curriculum and instruction researchers will use this as a catalogue for their research effort. She then asked if the council felt that the board or membership should have an opportunity to examine these goal statements. Mr. Cawelti asked if this was intended to be an exemplary list of instructional goals for public education and the answer was yes. She said that as an example, one of the goals that is difficult to measure is coping with change but that one of the subgoals like personal risk-taking can be measured. Mr. Cawelti said that he felt that the original mission of the working group was to determine the interrelationship between affective and cognitive goals and that a research design was to be developed which
would show the contribution, for example, of affective instructional measures to cognitive growth in achievement. He also said that he felt that as this statement is released that the correlations that Professor Bloom has reported as existing between affective behaviors and cognitive growth (.4 to .5) should be an important aspect of the information. This would help provide support for those who have advocated humanistic education without empirical data supporting the relationship which does exist. Phil Hosford said that they had not asked the group to actually do research but to point out how it could be done so that the relationship between affective and cognitive would be shown. Ms. LaBrier said that she reacted favorably to the work of the group but that she needed clarification as to the relationship between societal concerns and these instructional goals. Mr. Cawelti expressed some reservations about the term "holistic" and other language in the original charge preferring instead the word "confluence" to designate the interrelationship of cognitive and affective behaviors.

It was MOVED by Ms. Silva and SECONDED by Mr. Hosford "to accept this as a progress report of the Research and Theory Working Group." MOTION CARRIED.

4. Governmental Relations Purpose Statement and Planning Process Adopted

Mr. Hallmark reported on the activities of the newly established governmental relations office and said that there were a number of issues being tracked by the association. He discussed the proposal which ASCD will present in a few days calling for a consolidation of the Special Projects Act and establishment of a planning office for curriculum renewal efforts at the state level. Mr. Cawelti said that because it was an initial effort on the part of the association, there should be a consensus on a statement of purposes and the council examined a proposed document doing this (see Appendix A). Mr. Hallmark also said that it would be necessary to annually adopt a program of governmental relations and that there should be a clearly delineated process for doing this. The planning process document (see Appendix B) was then reviewed by the council. Finally, he called for an interim plan until the Board of Directors has the opportunity to set priorities for the year and the council members reviewed this document (see Appendix C). Mr. Hallmark said that there should be a feasibility study on whether or not to have a legislative newsletter since there was a good indication on a membership survey that this would be useful to many members. Mr. Bryant raised the question as to the extent to which the governmental relations program will be of a "grass roots" nature as had been indicated when it was recommended. Mr. Cawelti replied that within another year Mr. Hallmark will be expected to spend 50% of his time with affiliated units and the balance of his time in Washington on the hill and with governmental agencies. Also he said that efforts will be made to have members who are directly involved in the particular legislation help in providing testimony to Congress or agencies.

It was MOVED by Mr. Codwell and SECONDED by Ms. Bryant "that the statement of purpose, the planning process document and the interim governmental relations plan be adopted as presented with the understanding that Mr. Cawelti be authorized to make any adjustments as the situation arises in the months ahead until the board acts on this." MOTION CARRIED.
5. **Action on Alaska ASCD Affiliation Request Postponed**

Mr. Cawelti discussed the proposed constitution of the newly formed Alaska ASCD which was requesting affiliation. Because a matter of the length of term of its representatives to the Board of Directors had not been resolved, he suggested that action on this request be postponed until the annual conference. He reported that Mr. Ratliff would be assuming responsibilities for providing leadership to the affiliate units in January, 1978.

6. **Report on San Francisco Conference**

Mr. Cawelti and Sarah Arlington discussed the planning for the San Francisco Conference and said that the program was now completed. Mr. Frost raised the question as to the early cutoff date for participants (around July 1 for this conference), but it was pointed out that this was necessary in order to meet the deadline of having the program in the hands of people by January and that there were limitations on the amount of space available for special sessions and action labs. Mr. Bryant raised the question of whether there are ways to assure high quality of program participants. Ms. Arlington replied that a number of requests are turned down and that the number of complaints is normally very small. Mrs. Arlington reminded the council that the decision had been made this year to mail the conference program just to those who are preregistered and the other attendees will receive their programs at the conference after registering. This will result in a substantial savings to the association. Ms. LaBrier said the group should recognize the excellent job Mrs. Arlington does each year in putting this large program together.

7. **Comp Room Policy at Conference Affirmed**

Mr. Bralove provided a document outlining the policy followed by the association in awarding comp rooms. This gives highest priority to the president and staff so that expenses for the latter are avoided. In recent years efforts have been made to assure full utilization of comp rooms by providing them to members of the Executive Council whose expenses to the conference are not covered; this is done on a space available basis depending on how many rooms are given to the association based on the number of rooms occupied by attendees. When there are inadequate comp rooms for all those on the Executive Council requesting them, priority is given to senior members of the council. Mr. Frost suggested other ways that these priorities could be assigned. Mr. House asked if a survey had been made of those council members needing rooms this year and Mr. Bralove replied that he would be doing this in the near future. In the meantime, council members are expected to apply for housing as they ordinarily would and they will be notified at conference time if a comp room is available.

8. **Exhibit Contract Extended for Three Years**

Mr. Cawelti recommended that a three year contract be executed with the United Central Exposition Company of St. Louis and that this contract would include the San Francisco Conference.

It was MOVED by Delores Silva and SECONDED by Jim House "to approve the exhibit contract for three years as opposed to five years." MOTION CARRIED.
9. Additions to Annual Conference Planning Committee Named

Mr. Cawelti recommended that the following persons be added to replace persons whose terms are expiring on the Annual Conference Planning Committee: Fred Rogers - University of Illinois; Jim Beane - St. Bonaventure University, New York and Gwen Cunningham, Principal - Oak Lawn Elementary School, Charlotte-Mecklenburg, North Carolina.

It was MOVED by Mr. House and SECONDED by Mr. Codwell "that these three persons be named to the Annual Conference Planning Committee." MOTION CARRIED.

10. Report on Publications Program

Mr. Cawelti and Mr. Leeper presented information regarding efforts to contain cost on the 1978 yearbook. Mr. Cawelti said that a maximum effort had been made to hold the number of pages down on this as requested by the Executive Council but since much of it was already written by the time Executive Council action was previously taken on this matter, his advice was to let it stand at 256 pages. Even at this, the projected cost for the 1978 yearbook is some $7,000 less than the 1977 yearbook which is much larger and has a hardback cover. Dr. Leeper then reported on several booklets which are nearing completion and will be distributed to the comprehensive members. Mr. Leeper then reported that Elizabeth Dillon and Joe Liggins had already met in planning for the 1981 yearbook and said that in consultation with them the following additional persons for the committee were being recommended: Jim Olivero, California; Al Roark, Colorado; Ben Harris, Texas; Bruce Joyce, California and Elizabeth Yancey, Washington, D.C.

It was MOVED by Mr. Bryant and SECONDED by Ms. Silva "to approve this yearbook committee." MOTION CARRIED.

Mr. Cawelti then said that the response in sales on the middle school videotape had been excellent and that the promotional materials were now out on the new videotape on humanistic education. He said that the staff is still seeking the most efficient and least expensive way to produce high quality materials and that the Multicultural Commission is involved currently in conceptualizing a videotape in this area. Future issues of videotapes will be done through consultation with the Publications Committee.

11. Report on National Curriculum Study Institute Program

Ms. Long discussed the fall program of curriculum institutes and said that because of the late arriving brochure, and possibly the topic, the first institute in Chicago on humanistic education had been cancelled. This has not been a highly popular topic in the past. She also reminded all council members that they were invited to attend institutes in their area with the fee waived.

12. ASCD Portfolio and Budget Reviewed

Mr. Cawelti discussed briefly the status of ASCD's portfolio and mentioned the continuing assistance of a consultant firm used to manage the funds. A number of questions were raised and a change reinvesting a portion of the monies in U.S. Treasury Notes recently transacted was reviewed.
Mr. Cawelti then discussed the final figures on the execution of the FY'77 budget of $1,329,000. The final expenses were some $1,300 in excess of revenues. Mr. Cawelti said the auditors were just beginning their task so this was not a final statement but that their figures would be quite close to those reported in the budget data.

A number of suggestions were then made as to possible ways of increasing conference attendance on the West Coast. A question was raised about the variation in budget of expenditures within staff and officer travel and Mr. Bralove was requested to investigate on this discrepancy and report back. A question was raised about Executive Council expenses and Mr. Bralove said that this was due to the cost of subcommittee meetings of the council.

13. **Lease for Additional Office Space Authorized**

Mr. Cawelti discussed the problem of inadequate space on the eleventh floor at 1701 K St. NW. He said that there was no conference space, no place for the staff to have lunch or take a break, no office for the media or government relations positions. He had investigated additional space opportunities and was recommending that he be authorized to lease 1800 square feet of additional space on the ninth floor of the same building which would house the entire Publications Department and make additional space available on the eleventh floor. This proposed lease would be for one year and expire simultaneously with the current five year lease for the eleventh floor and would cost $16,600 per year making the total rent cost approximately $50,000 annually.

It was MOVED by Mr. Codwell and SECONDED by Ms. Gess "to authorize ASCD to lease the additional space described."

Ms. LaBrier suggested an informal AMENDMENT which provided "that whatever budgetary implications this may have be authorized since the new fiscal year's budget has already been approved." MOTION AS AMENDED WAS CARRIED.

Mr. Cawelti also discussed putting the Reston property up for sale in the event the construction of a new headquarters is authorized in March, 1979. He said that this property was purchased at $81,000 and the current market value is $109,000 but that expenses are incurred each year to improve the properties which have made the rate of return on this investment only approximately 3%. He had asked for an analysis of the Reston property situation by Mr. McGiver, the portfolio consultant firm, and they are recommending that it be disposed of if it were not to be used for ASCD headquarters. Mr. Cawelti said that he was seeking an informal agreement to see if a buyer could be found but that no action would be taken without further consultation with the Executive Council and this was agreed upon.

14. **Feasibility of Building New Headquarters Facility Authorized**

Mr. Cawelti pointed out that in the Long Range Planning Process it had been indicated that one of the tasks that needs to be accomplished between now and March is a feasibility study on the relative merits of owning versus constructing
headquarters space. Mr. Hosford said that he would like to see information on
the financial advantage of ownership versus renting over a ten year period.
Mr. Cawelti said that this would be a part of the study. Mr. Frost asked that
the council members be given a picture of the property so they can better envision
what the Reston situation would be like.

It was MOVED by Ms. Gess and SECONDED
by Sister Elaine "that the feasibility
study be authorized." MOTION CARRIED.

15. Report of the Evaluation Committee

Mr. Hosford reported for the Evaluation Committee by saying that the analysis of
the Executive Director's time showed that in recent months additional time had
been spent attending National Curriculum Study Institutes and that more time was
spent this fall visiting state units. The committee agreed that these were very
useful activities and reported that there was a desirable balance in the amount
of time the Executive Director spends in and out of the office.

16. Discussion of Dues Increase

Mr. Cawelti reminded the council that previous action with regard to dues was to
alert the Board of Directors to a probable dues increase and that this action
would be taken in San Francisco. The analysis made by he and Mr. Bralove indicates
that this continues to be quite likely although the dues increase would not be
large. The additional monies would be needed both to support increasing costs
of serving members as well as services to the members which are being added and
are contemplated being added under the Long Range Planning Project. He said that
no action was needed at this time but that the analysis of the budget continues
to make this small dues increase appear likely.

17. Liaison Reports

Ms. Long reported on communication with the John Dewey Society and said that the
promised manuscript for which ASCD contributed $5,000 would likely be in our hands
by next spring.

Mr. Hosford reported on continuing work on the Joint Committee on Guidelines and
Standards for Educational Evaluation which has set out to evaluate the adequacy of
a variety of educational evaluations being carried on. Their report and book is
scheduled for publication in 1981.

Mr. Cawelti reported on the Urban Curriculum Leader's Conference to be held in
Denver in December and that some 35 members from the 50 largest cities had already
indicated that they would attend. President Randolph will be present for this
conference also.

Mr. Hosford said that he had prepared a report for the News Exchange on his 11-day
stay at the World Council on Curriculum Instruction Meeting in Istanbul, Turkey.

18. Program Development Projects Approved

Mr. House reported for the Program Development Subcommittee and said that two
groups had already been funded because they are continuing projects (Multicultural
Education and Research and Theory), three groups had already been authorized to finish up their work (Supervisory Practices, Emerging Adolescent and Black Concerns), and that there were four projects for which proposals had been requested. In addition, members were invited to initiate proposed projects on their own.

Mr. House reviewed in considerable detail the various aspects of analyzing the many proposals which had come in both solicited and unsolicited. Several questions were clarified by him for individual members of the council with regard to proposals or issues relating to program development. He said that the members of the council could accept, reject or modify their recommendations but that the suggestions that they were making were based on a thorough consideration of all factors.

Mr. House then made the following specific recommendations for approval of various projects:

a. Project #1 - Analysis and Recommendations on State Mandated Competencies for High School Graduation (See Appendix D1 for the committee's stipulations on activities, membership, appropriation and deadline)

The membership on the committee came as a result of combining committee and staff recommendations along with council discussion.

It was MOVED by Mr. Hosford and SECONDED by Ms. Bryant "to accept and adopt Project #1 and those persons recommended by the staff with the understanding that this group was to seek advisement from a legislative person or other consultants with a progress report to be given at San Francisco and to be completed in the fall of 1978." MOTION CARRIED.

b. Project #2 - Media Presentation on Supervisory Skills and Issues (See Appendix D2)

It was MOVED by Mr. Codwell and SECONDED by Ms. Bryant "to approve Project #2 with the people recommended and establish a completion date of October, 1978." MOTION CARRIED.

c. Project #3 - Disseminating Research Findings on Individualizing Instruction (See Appendix D3)

It was MOVED by Ms. Bryant and SECONDED by Mr. Bondi "to approve Project #3 with the people recommended and a completion date of October, 1978." MOTION CARRIED.

d. Project #4 - Course Design for National Curriculum Study Institutes on Curriculum Development (See Appendix D4)

It was MOVED by Mr. Bondi and SECONDED by Mr. Bryant "that Project #4 be approved
with a completion date of October, 1978." MOTION CARRIED.

e. Project #5 - The Role and Responsibility of Supervisors
(See Appendix D5)

It was MOVED by Mr. Bryant and SECONDED by Mr. Bondi "to approve Project #5 with an October, 1978 deadline." MOTION CARRIED.

f. Project #6 - ASCD Oral History Project (See Appendix D6)

In discussing this project the question was raised as to where the tapes would reside after the project was completed and Mr. Cawelti indicated that it was his understanding that a copy of the instrument and tapes will become the property of ASCD. The council suggested rewording Item #2 as it now appears in the Appendix and with this agreement --

It was MOVED by Mr. Codwell and SECONDED by Ms. LaBrier "that Project #6 be approved with a deadline of October, 1978." MOTION CARRIED.

g. Project #7 - Ad Hoc Group for Latino Concerns (See Appendix D7)

It was MOVED by Mr. Frost and SECONDED by Ms. Bryant "to approve Project #7 with a completion date of October, 1978." MOTION CARRIED.

The council then discussed a project which would have produced a curriculum handbook for art education. Mr. Cawelti suggested that this be deferred and, following the suggestions the Executive Council had made about cooperative relations with content area groups, that this should be done in concert with the art education association. After further discussion --

It was MOVED by Ms. Gess and SECONDED by Mr. Codwell "that we defer this for future study and that the staff be instructed to pursue this further with the art education association." MOTION CARRIED.

h. Project #8 - A Self Directed Learning Project (See Appendix D8)

It was MOVED by Mr. Codwell and SECONDED by Mr. Bryant "to approve Project #8 with the understanding that the group would select a female member to work with the project." MOTION CARRIED.
Sister Elaine said that she hoped the specific minority groups would very soon have their purposes served within the Multicultural Education Commission.

Ms. Silva said that she was concerned about the lack of a direct kind of relationship between curriculum development and supervision. Mr. Hosford said that he was concerned about a lack of projects in the higher education area but he felt that the process that was to be followed in San Francisco would help assure this.

President Randolph said that she was concerned about the lack of proposals on middle school, the difference between curriculum development and supervision, higher education, black concerns and humanities. Mr. Bondi said that he felt that there should be a continuing concern for the middle school movement within ASCD.

Mr. Bondi MOVED and Mr. House SECONDED "that ASCD support the need for a middle school assessment project and write Dr. Jon Wiles, Associate Dean, College of Education, University of Montana, Missoula Montana, requesting him to ask the National Middle School Association to join in developing a proposal with ASCD and other agencies/organizations for co-sponsoring and funding the project -- also that Dr. Wiles bring that proposal to the Executive Council via the program committee for consideration at that meeting." MOTION CARRIED.

19. ASCD Authorized to Enter Educational Leader's Consortium Until Board Considers

Mr. Cawelti discussed the proposed Inter-Organizational Agreement which had been developed between members of what had been formally called the Informal Group. He said that he was pleased that the group had agreed to the ELC title since the identification with management types had been a matter of concern for some people. The agreement (See Appendix E) simply calls for closer collaboration among these groups and regular meetings which would involve the president of each association. There is no staff or dues envisioned for the organization at least at its inception. A primary function would be to insure collaborative efforts on legislative issues. Mr. Hosford said that he was very much in support of this idea and that it would be nice to be able to get together in a similar way with the NEA and or AFT. Mr. Cawelti requested that he be authorized to enter into these deliberations until such time as the Board of Directors has time to consider the issue in March. He said that the Executive Council should make a recommendation at that time for transmittal to the Board.

It was MOVED by Mr. Codwell and SECONDED by Mr. Frost "that the report be adopted."

President Randolph asked if this motion implied that we affiliate with the group and the answer was yes.

MOTION CARRIED.
Jim House said that on behalf of the Program Development Subcommittee he wanted to thank the council since this was the first time that really adequate time had been provided for deliberation on program development. Ms. Labrier said that she wanted to commend the council on their choice of chairperson for the committee.

President Randolph adjourned the council at noon on Saturday.