# Minutes of the Executive Council Meeting

Washington, D.C.
June 22-24, 1978

## Capitol Hilton
16th & K Streets, N.W.

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MINUTES OF EXECUTIVE COUNCIL MEETING

Washington, D.C. Capitol Hilton
June 22-24, 1978 16th & K Streets N.W.

Presiding: Donald Frost, President

The Executive Council convened in the Capitol Hilton with the following members present:

Donald Frost, President ASCD; Ben Ebersole, President-Elect; Elizabeth Randolph, Past President; Julianna Boudreaux; Dorothy Bryant; Gerald Bryant; John Codwell; Larry Finkel; Diane Gess; Ed Karns; Sister Elaine Kohn; Dolores Silva; Chon LaBrier.

Also attending were:

Gordon Cawelti, Executive Director; Robert Leeper, Editor; Roosevelt Ratliff, Associate Director of Affiliated Units; Ruth Long, Associate Director for Program Development; Steve Hallmark, Government Relations Coordinator; John Bralove, Business Manager; Sarah Arlington, Conference Program Coordinator; Virginia Berthy, Conference Facility Coordinator.

President Frost called the Executive Council meeting to order at 8:00 p.m., June 22, 1978, and called for any additions to the agenda.

It was MOVED by Mr. Codwell and SECONDED by Ms. Gess "to adopt the previous Executive Council minutes as written." MOTION CARRIED.

Mr. Cawelti then reported that the status of the association is healthy and there are no major concerns to take up at this time. Mr. Cawelti went on to say that the growth in membership continues and reported on the progress of the future ASCD headquarters site in Alexandria.

1. **Publications Report**

Mr. Leeper reviewed the status of publications and reported that the Harold Shane/Jamie Walden and Bruce Joyce manuscripts were already in production. Mr.
Leeper reviewed the Videotape Progress Report and said that the Middle School Videotape had been the best seller with the videotapes on humanistic education and leadership second and third. Mr. Leeper then recommended the 1982 yearbook proposal which will be on supervision.

It was MOVED by Ms. Randolph and SECONDED by Mr. Karns "to adopt the 1982 yearbook proposal."

Mr. Bryant pointed out that 1982 is a long time ahead and expressed his hope that this would be a major source book in the field of supervision. Referring to the second paragraph of the 1982 yearbook proposal, Mr. Cawelti said that the definition of the word "supervisor" was confusing and asked if this definition means a broader definition of leadership. He went on to say that ASCD has tended to limit itself to the nature of interaction between the supervisor and the classroom teacher. He indicated that we've got to have a broader definition of "supervisor" due to the expansion of our membership. Mr. Leeper responded that he believed that the 1960 yearbook, Leadership for Improving Instruction, was a step in the right direction. Ms. Silva said that she had reviewed the Sturges Report on Certification of Curriculum Leaders and Supervisors to try and get some kind of a foundation for this and couldn't. Ms. Silva pointed out the difficulty of getting a consensus on a definition of something like "supervisor." Mr. Karns said that he thought that we had become too complex in definitions. Mr. Codwell suggested that in addition to defining "supervisor", we should define everyone's function in the learning process of supervision. Ms. LaBrier concurred and said that it was very important to define these roles.

We need to clarify who is in charge of what. Ms. Gess said that we have fallen down in the science of the learning process of supervision. Mr. Frost indicated that the focus of the 1982 yearbook proposal seems to be the second paragraph under supervision. He said that he hoped these comments were being recorded and would be considered by the yearbook chairman and committee as they start their work.

MOTION CARRIED.

Mr. Frost then pointed out that we should appoint a 1982 yearbook chairperson. He asked for any additions to the list of suggestions. Mr. Codwell raised a question as to the procedure of appointing the chairperson. Mr. Leeper responded that the list of suggested names for 1982 yearbook chairperson had come from the Publications Committee and the Board of Directors. Mr. Cawelti then recommended Thomas Sergiovanni, University of Illinois, as chairperson. He asked Ruth Long and Ron Brandt to get together with him to come up with recommendations for the committee. Mr. Karns voiced a personal bias that each person listed on page seven of the agenda was a university person. He said that we have to make sure that we have a balance of public school people. Mr. Cawelti concurred and said that he felt this was a good suggestion.

It was MOVED by Julianna Boudreaux and SECONDED by Gerald Bryant "to appoint Thomas Sergiovanni as Chairperson of the ASCD 1982 Yearbook Committee."

MOTION CARRIED.

Mr. Frost suggested that the council choose an alternative just in case Mr.
Sergiovanni was not able to accept. Ms. Bryant requested additional information on the rest of the suggested names. She said that some of the council members might not be as familiar with the names as they would like to be. Mr. Leeper then gave a little background information on each. Mr. Cawelti asked that the minutes show that we had discussed this and selected a slate not necessarily a first, second or third choice.

Ms. Randolph announced the passing of John Chase of North Carolina. Mr. Codwell suggested that a letter be written. Mr. Frost requested that the Executive Director do this.

II. Report on Government Relations

Mr. Hallmark said that his report would be brief and referred the council to the Government Relations Quarterly Report. Mr. Hallmark said that a lot of attention had been directed to a new national issue, Proposition #13.

Mr. Hallmark indicated that it is becoming clear that additional focus should be on the support of state programs. Mr. Finkel raised the question as to the placement of such emphasis on support of state programs. Mr. Cawelti suggested that the Executive Council be aware of what they see and hear and ascertain whether this is close to what they feel we can accomplish. He expressed concern over spreading ourselves too thin in the area of Government Relations. Mr. Hallmark agreed and suggested that the Government Relations activity be concentrated on a maximum of four areas. Mr. Frost said that he was pleased to hear that we are going to be involved in only a narrow segment of areas in regard to legislative activity.

Mr. Hallmark asked for a list of names of leading ASCD'ers in particular fields who would be able to offer feedback on certain subjects and also a list of suggested names for the people of various committees. He sited two examples -- the first in the area of National Assessment and the second in Bilingual Education. Mr. Hallmark asked that in the near future the Executive Council propose such a mechanism whereby such lists could be obtained.

III. Headquarters Site Progress Report

Mr. Cawelti announced that the Executive Council's fall meeting would be held in Alexandria and that the transaction concerning the new headquarters site had been consummated. Mr. Bralove said that the downpayment was $152,000 and Mr. Cawelti explained for those new members of the council that the total investment was $750,000. He said that ASCD had employed a professional design consultant to develop the floor plan. The completion date for the building is now set for January but Mr. Cawelti said that probably meant April or May for the move.

IV. Executive Session

The Executive Session was called to order by President Don Frost at 9:30 p.m. Those present were: Dorothy Bryant, Gerald Bryant, Diane Gess, John Codwell, Don Frost, Elizabeth Randolph, Elaine Kohn, Julianna Boudreaux, Dolores Silva, and Chon LaBrier.

Mrs. Randolph gave the report for the evaluation committee. She pointed out that the president, past president and president-elect all participated in the evaluation of Dr. Cawelti. She stated that the process varies depending upon the
stage of the Executive Director's contract. The committee reviewed his calendar and noted that he had been involved in additional duties because of the vacancy in the Associate Director's slot now occupied by Roosevelt Ratliff. Dr. Cawelti continues in a liaison capacity with other organizations.

Dr. Cawelti has started a formal appraisal system for the staff which involves a two-way process wherein the staff also evaluates their superiors. Dr. Cawelti continues to emphasize affirmative action. A balance has been developed in most of the departments and, in general, good progress is being made.

President Frost reviewed the expense account of the Executive Director and concluded that the process is being followed as designed. He noted that there is a check on all procedures and stated that all expense records are properly kept and monitored. Dr. Cawelti commented on some of his personal long term professional goals.

Dr. Cawelti remarked that he had been interviewing to find an Assistant Director to assist with the National Curriculum Study Institutes. The search was specifically focused as to ethnicity and two final candidates have emerged. The two candidates were both from the Los Angeles area, and Dr. Cawelti felt that both could have been recommended. Based upon Kathy Shaub's more diversified experience in reading, special education, bilingual education, he recommended her as Assistant Director. A salary was established.

Mr. Codwell MOVED and Ms. Bryant SECONDED "that this recommendation be accepted."

It was pointed out that Ruth Long's expertise was to be utilized in the establishment of a research department with Ms. Shaub assisting her.

Following the discussion, the MOTION CARRIED.

Next, the council addressed itself to discussion of salary for the 1979 budget. Dr. Cawelti said that the cost of living index has been used as a guideline with the National Index being 5.7% and the Metropolitan Washington Area Index at 7%. The concepts of cost of living increase and across the board increases were discussed. Dr. Cawelti recommended a 7% cost of living salary increase with specific amounts to be determined based on performance and responsibilities.

Ms. LaBrier MOVED and Ms. Kohn SECONDED "that this recommendation be accepted." MOTION CARRIED.

The Executive Council then engaged in a discussion of the Executive Director's salary. Salaries of persons in comparable positions were presented. The Executive Committee recommended that Dr. Cawelti's salary be $56,000 for the next year.

Ms. Kohn MOVED and Ms. LaBrier SECONDED "to accept the committee's recommendation." MOTION CARRIED.

Mr. Bryant MOVED and Ms. LaBrier SECONDED "that the Executive Session be adjourned." MOTION CARRIED.
V. Long Range Planning

At this point, the council members were asked to turn to the McMans Report (See Appendix A) to begin discussion of Long Range Planning issues. Mr. Kawelti then introduced Mr. Marik of McMans Associates to explain any points in the report that were required. Mr. Marik said that there were two broad things for the council members to look at when going through this exhibit. (1) What are the feelings of the membership toward the association, their assessment of how well it is doing? (2) What are their expectations of the services of the association? He said that this would let the council go forward with more confidence with the five-year plan because they will know what the members are thinking and will show what issues to address. He explained that the findings in the report came from a random sampling of the membership and that the findings were consistent with earlier surveys of the membership which seemed to indicate that it was a representative sample. The survey had a 20% response which Mr. Marik felt was quite good. Some discussion followed regarding the implications for governance of the association in light of the findings of the survey that membership now consists of 40% administrators. The problem of assuring representation based on job function, sex, geography and ethnicity while maintaining a democratic election process was discussed. Several council members felt strongly that competency should be included as one of the guidelines.

A MOTION was then made by Ms. Gess and SECONDED by Mr. Bryant "that a task force be established to accept direction from the Executive Council regarding the guidelines for nomination."
MOTION CARRIED.

No action was taken concerning any of the other issues under governance and organization. In discussing the role clarification of the Review Council, however, Mr. Frost reported that in his meeting with the Review Council in San Francisco that group decided to write a statement to submit to the Executive Council for discussion delineating its role. Discussion then turned to the purpose of providing human resource development experiences in curriculum planning and development and improving supervisory skills and leader behavior. Several alternatives concerning the first issue under the purpose of providing professional development of members were discussed. Mr. Kawelti answered questions about one of the alternative future solutions - the summer training workshop, by saying that it would be held in a different area from where the previous annual conference was held. It would be planned by a group separate from the Conference Planning Committee with the help of staff members and with not too much overlap in subject matter and predicted an attendance of about 1,000 persons or more including teachers. He said that this could be an additional form of revenue for the association. He requested the authorization of the Executive Council to do a feasibility study on this workshop.

After some discussion it was MOVED by Ms. Gess and SECONDED by Mr. Codwell "to request the staff to do a feasibility study -- the results to be shared with the Executive Council and Board at the next annual meeting accompanied with the staff recommendation."
MOTION CARRIED.*

*The Executive Council has since authorized planning to proceed with such a workshop in July, 1978.
The group next took action to assure that the concerns of supervisors are sufficiently addressed by the work of the association.

Mr. Bryant MOVED and Ms. Boudreaux SECONDED
"that the staff be directed to develop an appropriate mix of programmatic thrusts to include a balance between curriculum development and supervision and that both the role and function of supervisors are included."
MOTION CARRIED.

The group then went on to discuss Page 3 of 6 entitled Purpose: Encourage Research Evaluation and Theory Development in the area of Curriculum, Supervision, and Instruction. After some discussion it was decided that publishing a separate curriculum theory publication would be divisive and that a decision would be made in 1979-80 as to whether a feasibility study was needed.

Attention then turned to the purpose of reviewing and disseminating information about educational practice, media research and materials for improving instruction. Mr. Cawelti said that the staff was just seeking reaction from the council and that the plans to do this looked good. The issue of anticipating new issues rather than reacting to them drew much comment. Concern was expressed about the role of the government relations office. It was pointed out that there was some risk in spreading the Government Relations Coordinator's services too thin as he tries to serve state affiliates as well as the national affiliation. Mr. Finkel said that he would like to see clarity of purpose and a role definition for this office to aid its effectiveness. It was suggested that the News Exchange could be a vehicle in getting support behind any legislative matters that ASCD wants to support as an association. Mr. Frost then suggested that Mr. Hallmark have something prepared for the meeting in October.

Page 6 was concerned with developing and sustaining communications among all of the groups of persons directly involved in the improvement of curriculum and instruction. The reaction to this issue was that members of the council would like to see even more organizations involved in these kinds of activities with ASCD; both as resources to learn from and to provide help for us in our task. Mr. Cawelti said that more contacts with subject area organizations were being made. Mr. Cawelti reported that the six pages of Exhibit IV-1 will be reprinted by McManis with the changes made by the discussion of the Executive Council. The results will go to the board in Detroit for their action.

VI. Conference Planning Committee Report

Ms. Gwen Baker, Chairperson of the Conference Planning Committee, was introduced at this time. She passed out a tentative plan for the 1979-ASCD Annual Conference in Detroit. Ms. Arlington distributed a summary of findings on the evaluation of the 1978 conference. Ms. Baker then concluded her remarks with a word about evaluation. She recommended a committee to evaluate the conference be appointed each year which would include two people from that year's Conference Planning Committee. Ms. Arlington reminded the council members that the plans for the Detroit Conference included only the work of the Conference Planning Committee, not proposals that had been received from others. Mr. Cawelti then proposed a two-page overview be included in the conference program which would list things
of particular interest to those involved in elementary, middle school, secondary, higher education and supervision. His suggestion was received favorably.

VII. 1980 Conference Site

As a result of the resolution passed in San Francisco concerning ERA and future ASCD conference sites, Mr. Cawelti said that he had requested permission from Mr. Frost to conduct a survey of the board as to their preference in site selection. He then passed out a sheet containing the updated convention site survey results as of June 21, 1978. Total responses from the board were 136 favoring Atlanta, or 69% of the responses. The alternate sites suggested to the board as a result of staff research into suitability were New York and Dallas. Mr. Cawelti also said that he had consulted ASCD's lawyer whose letter warned that because ASCD had signed a contract with St. Louis and Atlanta, there was a possibility that the organization would encounter litigation if those contracts were broken. Mr. Cawelti then said that the unanimous staff recommendation was to honor the contracts with both cities.

Mr. Codwell MOVED and Mr. Karns SECONDED "to accept the Executive Director's recommendation to proceed with our scheduled conferences as agreed upon.

After further discussion the wording was changed to "accept the Executive Director's recommendation to proceed with our scheduled conferences as originally contracted for in Atlanta in 1980 and St. Louis in 1981."

Mr. Finkel questioned this procedure saying that the board had met and voted and backed that resolution in San Francisco. Mr. Cawelti replied that the procedure is now to go back to the board with a vote of the Executive Council recommending that we honor our contracts. Mr. Frost said that as President, he felt that the Executive Council and board should work more closely together and that he felt more comfortable with that process. Mr. Bryant asked whether this would be a mail ballot and Mr. Cawelti replied that a ballot would be sent to the board immediately. Mr. Finkel questioned whether the Executive Council could go against the board motion. Mr. Cawelti replied that the Executive Council is going back with a new decision based on new information. Ms. Kohn pointed out that it doesn't say in the motion that this recommendation is going to the board. It was agreed that a preamble containing background information would go to the board along with the Executive Council's recommendation.

MOTION CARRIED.

VIII. Consideration of 1983 Conference Site

Ms. Berthy said that the 1983 conference site would be held in the central United States and that possible sites included Houston, Dallas, Minneapolis, Cleveland, Columbus and Cincinnati. She said that Minneapolis or Dallas seemed likely choices and perhaps Denver also. She requested guidance in the selection of the site. Mr. Frost replied that the council would have a motion for her in October.
IX. Report on San Francisco Conference

Ms. Arlington said that her correspondence indicates that the participants felt that it was the best conference ASCD has had. Mr. Bralove reported that our attendance was 6,100 persons which was close to the New Orleans total. Ms. Arlington then distributed a report of the evaluation of the conference for the council members to take home and digest.

X. Report on Affiliated Units

Mr. Ratliff gave an overview of his agenda report on affiliated units. Some discussion ensued about the discrepancy between the numbers of state unit members and national members.

Mr. Ratliff then passed out a letter he had received from the President of the New Hampshire state affiliate including a copy of their constitution and by-laws. A stipulation that active membership be restricted to persons who are professionally active in the field of education occasioned some discussion. Mr. Ratliff recommended the acceptance of the New Hampshire affiliation with the provision of criteria that persons must be professionally active in the field. Mr. Frost questioned whether we should turn them down based on that stipulation. Ms. Gess pointed out that the council can only make recommendations to the board on this matter.

Mr. Codwell then MOVED and Ms. Bryant SECONDED "that we accept Mr. Ratliff's recommendation and pass this on to the board for final approval contingent upon removal of Article #III, Section II of the New Hampshire constitution." MOTION CARRIED.

At this point Mr. Ratliff distributed a letter he had sent to the Puerto Rico affiliate unit. The letter, dated January 26, 1978, warned the affiliate unit that they were in danger of being disaffiliated from the association. No answer was received to that letter and Mr. Ratliff reported that he had searched the files and found correspondence dating back to 1974 which had never been answered. Mr. Codwell said that national members had been contacted without success and Mr. Ratliff said that some phone calls had been made also without success. Mr. Ratliff recommended that the unit be disaffiliated in view of the fact that seats on the board were being tied up by their non-participation.

Mr. Finkel MOVED and Ms. Gess SECONDED "that Puerto Rico be disaffiliated as a state affiliate unit."

Mr. Cawelti then suggested that this motion and the motion concerning the New Hampshire unit be combined when they go to the board.

MOTION CARRIED.

Mr. Ratliff then addressed the issue of reinstating a California affiliate unit.
He said that he had looked into the eligibility of both groups interested in forming an ASCD unit, ACSA and the California Forum, and recommended that both groups be made eligible for membership. Ultimate determination of affiliation will then be based upon the results of a referendum conducted of ASCD national members in California. Mr. Finkel asked about prior reservations concerning these groups. Ms. Randolph said that she wanted to clarify point by point why the groups were now eligible. Mr. Ratliff then said that according to the document, Affiliation: Policies and Practices, he had perused the constitution of the two interested groups based on the five major categories in the national ASCD constitution. The five categories are: name and purpose of the organization, governance, membership, fiscal policy and in general. Mr. Cawelti then said that Mr. Ratliff's recommendation should be accepted because he had made it based upon the document, Affiliation: Policies and Practices. Representatives of the two groups were then introduced -- Lois Williams, California Forum and Jesse Kobayashi and Ken Sanders, ACSA. Council members questioned them about specific concerns that they had. It became clear that the ACSA constitution will have to be changed concerning categories of dues and eligibility for holding office and other benefits. Mr. Ratliff asked the ACSA representatives when these constitutional changes can be expected to be approved by their board. Mr. Sanders said that although the elected leadership of the California ASCD sent a letter expressing a wish for ACSA to affiliate with ASCD, it was possible that the board would say that this is inconsistent with the ACSA constitution and will have to terminate. Mr. Frost said that because of Mr. Ratliff's recommendation, it is now necessary for a referendum of national members to be conducted. The California Forum has 230 members, 40% of which are national ASCD members. The ACSA membership is about 12,000 persons with 400-500 of them ASCD national members. Ms. Williams said that Mr. Ratliff's recommendation was based on very good work and added that the California Forum considers their membership policy the strongest criteria for affiliation with ASCD. Mr. Cawelti had a final question concerning a memo from Delmo Della-Dora to the present officers of national ASCD concerning the California affiliate status in which Mr. Della-Dora said that it was his understanding that teachers and non-administrators may not join ACSA as regular members. Ms. Kobayashi answered that that was not true.

Ms. Silva MOVED and Ms. LaBrier SECONDED
"to accept the recommendation of Mr. Ratliff to prepare a ballot to be sent to the national California ASCD members to determine which group will be the new California affiliate."
MOTION CARRIED.

Mr. Cawelti added that the ballot would be sent immediately. Ms. Williams said that she would welcome some guidelines from ASCD about how to handle this with members of the California Forum. Mr. Cawelti suggested that the three California representatives meet with Mr. Ratliff to go over guidelines, assure that the agreement is understood by all and also to agree on the format of the ballot. Before leaving the meeting, Ms. Kobayashi and Mr. Sanders said that Mr. Ratliff should be commended for his splendid work and Ms. Williams seconded that opinion.

XI. Program Development Report

Mr. Valverde was present to report on the progress of the Latino Concerns Group. He had two copies of the promised manuscript to give to Mr. Leeper which he said
meets the needs of higher education and the practitioners in the field of bilingual education. The instructional kit has not yet materialized but the group had met their responsibility for getting Latino authors for Educational Leadership and material for the News Exchange. He asked support for one more year to finish the task and recommended a name change for the group as it is no longer a concerns group. The name that Mr. Valverde recommended was "Latino Working Group on Bilingual Education". Mr. Karns recommended for the program subcommittee that this project continue to be funded for one year in the amount of $2,500 so that the kits could be finished and that the name be changed as suggested by Mr. Valverde. It was decided that this recommendation would be taken into consideration as the council went through the small grants item by item.

At this point the description of small grants was passed out to the council members along with the committee's recommendations.

Ms. Gess MOVED and Ms. Bryant SECONDED
"to accept the report of the Program Development Committee as program development to be put into operation next year."
MOTION CARRIED.

Mr. Karns said that the committee would like to recommend to the Publications Committee that they seek articles supporting Resolution #21 concerning arts in education. Mr. Cawelti suggested Ms. Long, the Program Development Subcommittee and Ms. Silva get together to review membership in the Multicultural Commission to submit to the council when Mr. Ratliff reported on the Multicultural Commission on Saturday.

XII. June 1979 Executive Council Meeting

The proposed date for the June, 1979 Executive Council meeting was changed because it conflicted with school closing dates for some of the council members. The new dates will be June 22, 23 and 24, 1979.

XIII. Multicultural Education Commission

Mr. Ratliff reported on the Multicultural Education Commission activity. The Multicultural Education booklet edited by Carl Grant is one of ASCD's bestsellers with 1500 having been sold since May 30. Mr. Ratliff added that the Commission is thinking about producing another booklet. He further reported that three vacancies on the commission had to be filled - a native American female, a black female and a native American male. He also reported on the commission's videotape project. He said that the philosophy and goals have been thrashed out and a viable project is underway. He indicated that a multicultural classroom will be part of the annual conference in Detroit as it was in San Francisco. Mr. Karns then said that the program subcommittee was recommending funding for this group for one more year. Mr. Ratliff, at this point, asked what the council's feelings were on filling the three vacancies in the group. He said that the staff and the subcommittee had worked hard to search out people to fill the vacancies but they all felt that they could live with cutting down the size of the commission. Mr. Karns, at this point, said that Mr. Valverde had stated the recommendation of the subcommittee concerning funding for the Latino Concerns Group was not enough for them to finish their work and requested an additional
$500 be appropriated which he recommended should be done. Mr. Frost then said that Mr. Valverde stated that at the end of their additional year the concerns of the Latino group would be taken care of -- a first for an ASCD working group! It was requested that the minutes reflect this. Mr. Ratliff pointed out that multicultural education was an ongoing concept and that group could not submit a statement that it had finished its business. Mr. Karns then said that the question of replacing the three outgoing members of the multicultural group could be resolved by asking Mr. Ratliff to study the budget and if the funds are adequate to replace those members.

Mr. Karns MOVED and Ms. Silva SECONDED
"to accept the subcommittee’s recommendation that the Latino Concerns group be funded an additional $500 and the Multicultural Education group be funded for $6000 with the understanding that the central staff will determine the number of members."

Mr. Cavelti then added that this is a terminal year for both groups. Ms. Labrier said that the multicultural education group is a commission not a working group. Mr. Cavelti pointed out that two years ago the Executive Council funded that group for a total of three years. He added that it will be addressed in the issue of governance in the Long Range Planning Process and it continues to be of dominant value to the association.

Mr. Karns then added to his motion "that this is the terminal year for both groups."
At this point Ms. Silva withdrew her second to the motion. Ms. Boudreaux SECONDED the MOTION and the MOTION CARRIED.

Mr. Karns said that Ms. Long had just handed him a sheet from the 1976 October Executive Council minutes which stated that the Multicultural Education Commission had been funded through 1979-80 which meant that the motion was incorrect in stating that this was its terminal year. Mr. Frost said that he was comfortable with the motion as it stood because it was always implied that annual refunding is possible. He said that it should be understood that the commission is being encouraged to terminate when it considers its task finished but that the council’s intent is to follow that 1976 motion funding the commission through 1979-80. Mr. Karns then added, on behalf of the Program Development Subcommittee, thanks to Ms. Long for her preparation and a job well done. Mr. Cavelti asked for the total amount of money involved in program development in the coming year and Ms. Long answered that it was $66,500.

XIV. National Curriculum Study Institutes

Ms. Long reported briefly for the 28 institutes planned for 1978-79 and said that for the first time one university credit will be given for attending an institute. She also reported that two five-day institutes have been incorporated into the schedule. Mr. Frost said that in the past there has been some problem with local school districts accepting such university credits for their requirements and urged Ms. Long to make it clear to registrants that they must clear this with their local school district. Ms. Long then urged the council members to attend any NCSI's which might be held in an area near them to get to see how the institutes operate. She then distributed the results of an evaluation of the
past year's institutes which was highly favorable but did indicate that more attention needs to be given to the area of supervision. Mr. Cawelti said that the staff next year will begin to do some things that other institutions do such as give certificates for regular attendance and awards for outstanding consultant. This will give more attention to the institutes and reward good preparation on the part of the participants. It was pointed out that a certificate is now given for attendance at an institute.

XV. Publications Committee's Recommendations

Mr. Brandt reported that the subcommittee of Mr. Leeper, Mr. Cawelti and himself had met and, using ASCD's guidelines as to balance, were recommending the following persons for membership in the Publications Committee: Present members Louise Dieterle, Robert R-Esparza and Elliot Eisner to continue on the committee with Mr. Eisner serving as chairperson and Ron Stodghill, William Corbett, Dorothy Porter and Vincent Rogers be invited to fill the remaining vacancies.

It was MOVED by Mr. Karns and SECONDED by Mr. Ebersole "that the recommendations of the subcommittee be accepted for appointment to the Publications Committee."
MOTION CARRIED.

XVI. Budget

Council members then turned their attention to the budget on Page 49 of the agenda materials. Mr. Cawelti reported that the budget at almost $1,750,000 was somewhat over the projected budget and had been monitored closely. He reported a healthy carry-over and said that action was needed to transmit the budget to the board as is usually done in August. He projected the attendance at the Detroit Conference in 1979 to be about 4500 people and said that the staff was working hard to exceed the anticipated number of exhibits which is 171. He said that the current mailing list of 40,000 shows substantial growth in the association but he said that he will probably ask to increase dues at the board meeting in Detroit since the proposed 1979 budget shows a slight deficit. In answer to questions about the discrepancy in the budget item for membership promotion between projected 1978 and actual 1978, Mr. Cawelti answered that three major promotions are necessary to increase membership each year. Two mailings are needed to sustain membership and the third increases it. He said that the objective is to continue to strengthen those services we have and thereby reduce the attrition rate. Mr. Finkel asked whether a study had ever been done on the causes of membership attrition. Mr. Cawelti said that two or three years ago a survey had been done and the major cause of attrition was that the association did not meet the interests of the members. The other main reasons were death and a change of jobs. Mr. Cawelti said that efforts were constantly being made to strengthen the program while keeping costs down. He pointed out that ASCD operates with the smallest professional staff of any of the educational associations. Mr. Finkel asked whether the budget could not be pared in areas exclusive of staff and program development in order to make a dues increase unnecessary. Mr. Codwell then asked if a drop in the rate of growth was anticipated. Mr. Cawelti replied that there were no signs of that yet and that the single purpose of continuing to pursue growth in membership was to keep dues low. He said that the largest factors were the openness of our membership policy and the services received are more extensive than other associations. In answer to Ms. Silva's question about the budget item for equipment, Mr. Cawelti said that costs necessitated by the new building were
included, and that the purchase of a computer was anticipated due to inadequacies in the on-line system now being used and because it would have in-house utility for other management functions of the association.

Mr. Codwell MOVED and Mr. Karns SECONDED "to transmit the budget to the board."

Mr. Cawelti then added that since this is a projected budget, slight changes in the final budget could be anticipated.

MOTION CARRIED.

XVII. Review Council Report

Mr. Cawelti recommended that the Executive Council receive this report and indicate that the Review Council did not have sufficient information concerning the Long Range Planning and for that reason no action should be taken. It was also pointed out that Review Council recommendations for program direction duplicate the Executive Council's efforts and function.

Mr. Karns then MOVED and Ms. Randolph SECONDED "to receive the Review Council Report." MOTION CARRIED.

XVIII. Aesthetic Education Statement

The council was reminded that in Houston then-President Della-Dora and Ms. Randolph had called it a position paper and recommended that it ought to go to the board for a vote. In San Francisco President Randolph had reminded the board that action was needed. Mr. Cawelti said that he would see to it that the paper was sent out to the board with the budget for their action. Mr. Frost asked about the implications of a position paper and Mr. Cawelti answered that it is in the nature of a resolution. It is there for the members to see. Ms. Randolph added that it reflects the values of the association just as the multicultural education position paper does.

Ms. Randolph then MOVED and Ms. Kohn SECONDED "to send the aesthetic education position paper to the board with the budget for voting by the board as to whether it will be an ASCD position paper."

Mr. Ebersole asked whether authorship will be shown even after its adoption and Mr. Cawelti answered yes.

MOTION CARRIED.

Discussion followed about the Sturges Report on Certification of Curriculum Leaders and Instructional Supervisors. In answer to a question Ms. Long said that it would be sent to approximately 80 universities and that the unit presidents would receive it. Mr. Leeper then said that publication of 400 copies would cost around $389.00. Mr. Cawelti said that this report was done because it indicates that this is the way we think professionals ought to be prepared. It was agreed that the report contains important data for teacher education leaders to consider and that should be printed as cheaply as possible and distributed to certification officials and others. Mr. Leeper asked if the Board of Directors shouldn't also receive copies. Ms. Long answered that even so the cost would still be under $500 for printing. Mr. Frost said that this would be a very supportive document for our
members.

Ms. Kohn MOVED and Mr. Karns SECONDED "that the report be not only endorsed but the number of copies be printed that Ms. Long suggested in a way that the editorial and publications department think best." MOTION CARRIED.

Mr. Brandt then said that there was a danger that such a typewritten report received in the mail might not be read. He suggested that perhaps a better way to distribute it would be to put a notice in the News Exchange that would let people know that they could have a copy on request. Ms. Long said that we could even ask them to send one dollar for a copy. Mr. Frost pointed out that the motion implied distribution and gave leeway for the central office to distribute in the way that they think best. Mr. Karns said that if this effort is made, some attention should be given to the appearance of the document so that people will not toss it away accidentally. Mr. Ratliff said that Mr. Sturges ought to be contacted about this motion and perhaps could give presentations on his material at the state meetings.

XIX. Governance Task Force

A list of recommended members of this task force had been passed out to the council members. It was pointed out that the fifth name on the list was an error and should be Claire Sullivan and that the liaison representative would be Mr. Ratliff.

Mr. Codwell MOVED and Mr. Ebersole SECONDED "that the revised list be the basic list for the task force subject to any necessary revisions." MOTION CARRIED.

Mr. Frost then reported that Robert Krey from Wisconsin will be asked to chair the nominating committee. (See Appendix B)

XX. Resolutions Committee Appointments

It was reported that two vacancies on this committee needed to be filled. Chairperson Carolyn Hughes had recommended that Dale Rathe of the Lincoln Public Schools and James Montgomery of Arlington Heights, Illinois be appointed to fill these vacancies.

Ms. Randolph MOVED and Ms. Gess SECONDED "to add Ms. Hughes' recommendations to the Resolutions Committee list." MOTION CARRIED.

Ms. LaBrier pointed out that the committee now had two members from Illinois and yet no male from the southwest was being considered. Mr. Finkel also repeated that competency as a guideline should never be lost sight of.

XXI. Liaison Reports

Mr. Frost gave a short report on a meeting of the Educational Leaders Consortium that he had attended. He said the member organizations of ELC were responsive to ASCD and Mr. Cawelti.
Mr. Frost then distributed his written report of a meeting of the Canadian Association for Curriculum Studies Conference. He said that the group will have a presentation at the ASCD Annual Conference in Detroit for which the usual registration fee will be waived for their presenters. He said that this doesn't require an official action and that it is one way that we can cooperate with groups from other countries. Mr. Cawelti said that another way that this could be done would be to have Mr. Frost write a letter inviting the Chairman of CACS to share the platform as Mr. Hosford did in Houston.

Ms. Long then reported on the Association of Teacher Educators. She handed out information that included a draft of the bylaws of this association, now called AOPE (Associated Organizations of Professionals in Education), which may be changed in the future. She pointed out that the organization now has three membership categories and was recommending that we join as an associate member for one year at a cost of $200 which would enable us to send one delegate to their meetings. Among other activities this group holds a bimonthly meeting on governmental relations which involves 40 organizations exchanging information about education bills. Mr. Hallmark said that this is a valuable forum since it is one of the few occasions that ASCD has to communicate with unlike groups. Mr. Cawelti supported Ms. Long's recommendation with reservation. Ms. Silva shared those reservations but said that she would go along with Ms. Long's studied opinions. Since the next meeting of this group is in Washington, D.C., President Frost suggested that Mr. Ebersole be the member of the Executive Council to attend as ASCD delegate.

Mr. Codwell then MOVED and Ms. Bryant SECONDED "to accept Ms. Long's recommendation and join AOPE as an associate member for one year and appoint Mr. Ebersole as ASCD delegate to attend the meeting in Washington, D.C. and assess continuing ASCD membership in the following year."
MOTION CARRIED.

Mr. Cawelti then reported on the March of Dimes Foundation Institute on Parenting. He said that the group was underway in their planning for this institute and that funds would be provided for some 50 people to attend this institute next summer in Denver.

Mr. Cawelti reported that the National Science Foundation is awarding a $10,000 grant to study three research reports on subject area trends in science, mathematics, and social studies.

Ms. Long distributed written reports on her meeting with the National Consortium of Associations for Educational Dissemination for perusal by the Executive Council members at their leisure. Mr. Finkel said that he hoped that whenever possible such data be sent to council members in advance. Mr. Frost supported this by saying that every effort should be made to have material to council members at least two weeks ahead of the date of their next meeting.

Ms. Kohn then asked why it was necessary when a resolution is passed to go back to the board in one case and not in another if the Executive Council decides to handle the matter differently. Mr. Finkel said that one should always be aware of how any particular resolution comes into effect. Some of them are the result of one committee member working in a particular area. Mr. Cawelti said that it was different in the matter of the ERA resolution and that it was professional and ethical to go back to the board on this handling of the resolution. Mr. Finkel then asked whether the council members would see what will be sent to the
board for their vote on this Executive Council action. Mr. Cawelti said that it will say "Do you approve of the Executive Council action or disapprove?" Mr. Finkel asked whether it would give any background information and Mr. Cawelti answered that it will give resolution #20 to the board.

Mr. Hallmark then said that the Resolutions Committee will have everything that the government relations office will have done on resolutions passed in 1978 requiring government relations action.

Mr. Frost said that he was most appreciate of the efforts of the council.

Mr. Codwell MOVED and Mr. Karns SECONDED "to adjourn the meeting." MOTION CARRIED.