Minutes of the Executive Council Meeting
Holiday Inn
Alexandria, Virginia
October 19-21, 1978

TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Relations</td>
<td>1</td>
</tr>
<tr>
<td>Progress Report in Response to 1978 Resolutions</td>
<td>3</td>
</tr>
<tr>
<td>Proposed Resolutions Procedure at the Annual Conference</td>
<td>3</td>
</tr>
<tr>
<td>Request for President-Elect Funds</td>
<td>3</td>
</tr>
<tr>
<td>Report on ERA Ballot</td>
<td>3</td>
</tr>
<tr>
<td>Report of Evaluation Committee</td>
<td>4</td>
</tr>
<tr>
<td>Report on Governance Task Force</td>
<td>4</td>
</tr>
<tr>
<td>Long Range Plan</td>
<td>5</td>
</tr>
<tr>
<td>Publications Report</td>
<td>5</td>
</tr>
<tr>
<td>Program Development</td>
<td>7</td>
</tr>
<tr>
<td>Report on Curriculum Research and Information Clearinghouse</td>
<td>9</td>
</tr>
<tr>
<td>$500 Authorized for Joint Committee on Guidelines and Standards</td>
<td>9</td>
</tr>
<tr>
<td>For Educational Evaluation</td>
<td></td>
</tr>
<tr>
<td>Annual Conference</td>
<td>9</td>
</tr>
<tr>
<td>Dallas Site Selected for 1983</td>
<td>10</td>
</tr>
<tr>
<td>Summer Instructional Leadership Conference</td>
<td>10</td>
</tr>
<tr>
<td>Report on Affiliated Units</td>
<td>10</td>
</tr>
<tr>
<td>Report on FY'79 Budget Execution and FY'79 Projection</td>
<td>12</td>
</tr>
<tr>
<td>Change in Dues Structure for FY'80</td>
<td>13</td>
</tr>
<tr>
<td>Report on NCSI's</td>
<td>13</td>
</tr>
<tr>
<td>Liaison Reports</td>
<td>14</td>
</tr>
</tbody>
</table>
MINUTES OF EXECUTIVE COUNCIL MEETING

Holiday Inn  
Alexandria, Virginia  
October 19-21, 1978

Presiding:

The Executive Council convened in the Holiday Inn 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 Kehn, Chon Labrier and  
  Delores Silva.

Also attending were:

  Gordon Cawelti, Executive Director; Ronald Brandt, Editor;  
  Roosevelt Ratliff, Associate Director of Affiliate Units;  
  Ruth Long, Associate Director for Program Development;  
  Kathy Schaub, Assistant Director for Program Development;  
  Steve Hallmark, Government Relations Coordinator; John  
  Bralove, Business Manager; Sarah Arlington, Conference  
  Program Coordinator; Virginia Berthy, Conference Facility  
  Coordinator; Charlene Rothkopf, Media Coordinator.

President Frost called the Executive Council meeting to order at 7:30 p.m.,  

It was MOVED by Mr. Ebersole and SECONDED  
by Ms. Randolph "to approve the previous  
Executive Council minutes as written."  
MOTION CARRIED.

Mr. Frost reported briefly on his trips to Indiana, Illinois and Colorado and  
mentioned an upcoming trip to New Mexico. He announced that this was the final  
sign-off on the Long Range Plan and it called for some serious discussion.

I. Government Relations

Mr. Hallmark indicated, in response to the June Executive Council meeting, that  
a Government Relations Staff Committee which included Gordon Cawelti, Ron Brandt,  
Ruth Long, Roosevelt Ratliff, Kathy Schaub and himself had begun to meet --  
twice formally and several times informally -- to discuss the future of the govern-  
ment relations program.
He expressed some concern about the increasing number of resolutions and said that it is a question of priorities. Should government relations be diffuse and cover a large number of resolutions or focus on a select few? He emphasized the importance of communicating to the Resolutions Committee what we feel are items of national concern and might be appropriate areas of focus for us. Mr. Finkel stated that it was possible to cut down on the number of resolutions with some direction from the President.

Mr. Hallmark then said that two important concerns had surfaced at these committee meetings. The first was the need to assure that positions that we take and promote go along with the deep feelings of the members of the association. The second concern was a need to identify among those objectives and issues those issues that have a maximum potential of members becoming involved. The question was raised as to whether or not the allocation of time and effort is actually proportionate to how significant the issue is. Mr. Frost stated that a certain amount of common sense needs to be used in dealing with some issues especially when you know that its going to be a "dead issue". Mr. Cawelti inquired as to how many of the council members felt that Proposition #13 was a legitimate area in which to invest time and effort. Mr. Codwell responded that it is a national topic as well as a state topic and went on to say that if we don't someone else will. Mr. Finkel said that speaking out on Proposition #13 would be an exercise in futility. He went on to say that most people expect an education association to fight such a proposition and are not going to listen. Mr. Codwell suggested that rather than taking sides on the question, at least provide current information as to what is being done at state levels. Mr. Frost indicated that the government relations program is functioning on two levels -- both nationally and state-wide -- and expressed a concern over spreading the government relations coordinator too thin on the national level. Mr. Ebersole added that if it is not our responsibility to keep these questions out in the open then whose is it? Ms. Gess supported Mr. Codwell's suggestion and said that perhaps it is not our obligation to take action on Proposition #13 but merely be informative. Mr. Hallmark then discussed four major issues concerning education generated by the staff committee. They were: lack of public confidence, lack of financial stability, federal paperwork and integration. He questioned which of these goes to the core of what ASCD is really about. He pointed out the importance of selecting issues that will promote grass roots membership involvement and prioritizing these issues. Mr. Hallmark then suggested the scheduling of a series of conference calls to the Executive Council to discuss several issues which may constitute a major focus for the government relations program. The first conference call was scheduled for November 15. Mr. Codwell asked if some preliminary data could be sent out to council members before such a call. The council agreed and Mr. Hallmark indicated that materials would be mailed out prior to the November 15th conference call.

Mr. Hallmark then suggested allotting a portion of the time at the next Executive Council meeting for each member to talk to their representative in Congress. This provides an opportunity for the Executive Council to respond directly to current issues in education. Mr. Karns reaffirmed Mr. Hallmark's suggestion and emphasized the importance of talking with people on the hill.

It was MOVED by Mr. Karns and SECONDED by Ms. LaBrier "that some time at the June Executive Council meeting be devoted to visiting with representatives in Congress."
Ms. LaBrier suggested a briefing session be held before these visitations so that we have our priorities straight. Mr. Codwell also suggested that the staff committee work out a process by which this can be done.

MOTION CARRIED.

II. Progress Report in Response to 1978 Resolutions

Mr. Hallmark reported that the 1978 resolutions and corresponding summary of actions and staff activities could be found in the agenda (see Appendix A). He informed the group of one change. The Department of Education bill had been defeated. Mr. Frost complimented the staff for following up on the resolutions and Mr. Bryant concurred.

III. Proposed Resolutions Procedure at the Annual Conference

Mr. Frost expressed concern that the resolutions are not receiving the consideration that they should be given at the Annual Conference. He went on to say that the focus of the concern is in the procedure itself. He indicated that more emphasis should be placed on the intent of a resolution rather than the exact wording. He then proposed a procedure whereby the problem of spending an inordinate amount of time on the wording of a resolution, often losing the intent, would be alleviated. He suggested establishing a deadline when all resolutions must be submitted in order for them to be acted upon at the conference. He also proposed the scheduling of two one-hour open meetings - the purpose of which would be to approve the wording of resolutions. Mr. Finkel commented that this proposal was not anything new. Ms. Boudreaux stated that not enough time is spent in consideration of these proposed resolutions. Mr. Brandt then suggested that the pros and cons of a resolution be organized in statement form. Ms. Gess remarked that this was an excellent idea and would eliminate a lot of unnecessary time spent in discussing exactly what the pros and cons of a resolution were. Mr. Finkel pointed out that a lot of research would be needed to accomplish such a task. Mr. Cawelti recommended that Mr. Frost and Mr. Finkel discuss the resolution process more thoroughly taking into consideration the Executive Council's input.

IV. Request for President-Elect Funds

At this time Mr. Ebersole requested permission to begin using the $11,000 given to the President-Elect for a three year term. He recommended that his school system and certain individuals be reimbursed for absenteeism, substitutes, and added secretarial assistance. It will also be used for transportation, study research, supplies, telephone and spouse travel to enable him to carry out his ASCD duties.

It was MOVED by Mr. Finkel and SECONDED by Ms. Boudreaux "that Mr. Ebersole's recommendation be approved." MOTION CARRIED.

V. Report on ERA Ballot

The article sent with the agenda was reviewed by the group with no action necessary.
VI. Report of Evaluation Committee

Ms. Randolph reported that the committee had evaluated the Executive Director's expense account and calendar and found everything to be in good balance. She commented that his activities seem to be quite substantive. She then reviewed the process for performance evaluation. Mr. Finkel asked that Executive Council members see a synthesis of this.

It was MOVED by Mr. Codwell and SECONDED by Mr. Bryant "to adjourn the meeting." MOTION CARRIED.

VII. Report on Governance Task Force

Council members reviewed the task force report (See Appendix B). Mr. Cawelti said that it was a good report but felt more emphasis should be placed on the eligibility criteria to demonstrated leadership and/or scholarship ability. He commented that this is a very critical issue and went on to say that it is the mark of an organization to provide leadership on important issues of the day. He suggested that these two criteria become additional criteria for nominations. Mr. Cawelti then asked who would be against the presentation of a slate of three black males as candidates for President-Elect. Ms. Kohn raised an objection to this suggestion, saying that our first and foremost consideration should be competency. Mr. Cawelti said that the two criteria could be applied against all the other criteria. A brief discussion then took place on the pros and cons of Mr. Cawelti's suggestion.

It was MOVED by Ms. Randolph and SECONDED by Ms. Bryant "that we instruct Mr. Cawelti to revise the document to include 'demonstrated leadership and scholarship ability'." MOTION CARRIED.

Ms. Randolph indicated her strong feeling that affiliated units should have a say in the nominating process. Mr. Finkel commented on the huge number of national members who do not belong to state units and their resulting lack of representation. Ms. Gess pointed out that those people who are interested in this process will join state units. Mr. Bryant said that in order to have input in the governance of ASCD, a national member should belong to a state unit. Mr. Cawelti expressed his feelings against compulsory membership in a state unit and emphasized the importance of the freedom of the individual at the state level. Mr. Frost expressed reluctance in tying up the state units with the national.

It was MOVED by Mr. Finkel and SECONDED by Ms. Silva "to omit the second paragraph on Page 5 of the Governance Task Force Report." MOTION NOT CARRIED.

Mr. Cawelti then reacted unfavorably to that portion of the report under Annual Review on Page 7 which states that the Review Council would have responsibility over a period of years to look at the makeup of the Executive Council. He went on to say that this is the Executive Council's role and not that of the Review Council. Ms. Boudreaux suggested that the Review Council might make too much out of this and end up monitoring the governance of the organization. Mr. Codwell indicated that he would like to see this deleted from the report.

*NOTE: The appendix copy contains the Cawelti and Executive Council revisions.
It was MOVED by Ms. Bryant and SECONDED by Mr. Karns "to delete everything on Page 7 of the report after the word However...."

Mr. Cawelti then suggested that we keep in everything and substitute Executive Director for Review Council in #1 on Page 8 of the report. Ms. Bryant and Mr. Karns withdrew the motion in light of the above suggestions.

It was MOVED by Ms. Bryant and SECONDED by Mr. Karns "to delete Review Council in #1 on Page 8 and substitute Executive Director."

It was then MOVED by Mr. Bryant and SECONDED by Mr. Codwell "to adopt the report as revised." MOTION CARRIED.

VIII. Long Range Plan

All approved changes in the Long Range Plan are shown in the revised Long Range Plan (See Appendix C). Mr. Cawelti discussed a proposed NCSI expansion program which would reach an approximately 5,000 people a year. These one-day seminars would feature high quality speakers in various cities all over the country at a cost of approximately $45 per person. He went on to say that we should also launch some kind of an international human resource development program in Western Europe and the Far East. Ms. Labrier and Mr. Ratliff supported Mr. Cawelti and said that this was an excellent suggestion as long as our own needs at home weren't watered down.

It was MOVED by Mr. Codwell and SECONDED by Mr. Finkel "to do a feasibility study in 79-80 on the international expansion of human resource development activities for overseas members." MOTION CARRIED.

It was then MOVED by Ms. Labrier and SECONDED by Ms. Bryant "to adopt the Long Range Plan and submit it to the board." MOTION CARRIED.

Mr. Brandt commented that if the Long Range Plan is sent to members, an accompanying short summary document explaining the revised plan be sent with it. Mr. Frost suggested the possibility of including something on the Long Range Plan in the newsletter.

IX. Publications Report

Mr. Brandt reported that all of the planned publications are on schedule. He said that he wanted to take this opportunity to recognize the tremendous capabilities of the publications staff and spoke briefly on his long range goal of making publications even better.

Mr. Brandt announced that Thomas Sergiovanni will chair the 1982 Yearbook Committee and that five other people have been appointed to serve with Mr. Sergiovanni. They are Robert Alphonso, Elliot Eilson, Ethel Green, Leonard Valverde and Keith Eiken. Mr. Bryant suggested the name of Dr. Merwin Deener of the University of Nebraska as an addition to the committee. Ms. Randolph then suggested Deane Crowell from Charlotte-Mecklenburg. Mr. Cawelti commented that he hoped the council would not
ask Mr. Brandt to retract any of his recommendations for membership on the 1982 Yearbook Committee because letters had already been sent out.

It was MOVED by Mr. Ebersole and SECONDED by Ms. Randolph "to add two practitioners at the discretion of Mr. Brandt to work with Chairman Sergiovanni on the 1982 Yearbook Committee."

Mr. Brandt indicated that a major consideration in making additions to the committee should be the expense of bringing these people together.

MOTION CARRIED.

Mr. Frost then suggested that Mr. Brandt be given some time to get settled with the organization and then review the selection process for the yearbook committee.

It was MOVED by Ms. Randolph and SECONDED by Ms. Boudreaux "to approve the names as listed in the agenda with the addition of Keith Eiken (whose name did not appear)." MOTION CARRIED.

The outline of the 1981 yearbook found in the agenda was reviewed by the council with no action being taken.

A brief discussion followed in which some concern was expressed over the selection process of committee members. Ms. Gess suggested that a subcommittee be selected to address the problem of the composition of the Publications Committee. Mr. Cawelti said that he did not see the necessity of establishing a committee to study this problem. He suggested that if a question does arise on a certain name that Mr. Brandt see that additional information be furnished to council members. Ms. Randolph agreed and went on to say that a subcommittee was not necessary but that a direction in which to proceed when dealing with names was needed.

It was MOVED by Ms. Randolph and SECONDED by Ms. Bryant "to approve the Publications Committee with changes as listed on Page 32 of the agenda." MOTION CARRIED.

Mr. Brandt discussed potential booklets for 1979 and remarked that the publications department was having a problem with the number of booklets submitted for publication and the number we can publish. Mr. Frost suggested that the staff look into this area of concern and come up with some possible options for the publications department at the next Executive Council meeting.

It was MOVED by Mr. Finkel and SECONDED by Ms. Silva "to encourage Mr. Brandt to prepare a policy for the March Executive Council meeting which would set a fixed number of booklets per year, prices and recommend titles."

Ms. Boudreaux suggested that the motion include the yearbook.

MOTION CARRIED.

Mr. Brandt reported on a conference sponsored by NIE last year in which a number of papers on curriculum development were commissioned. Mr. John McCutchan has
agreed to publish these papers. Mr. McCutchan has suggested that NIE purchase 500 and ASCD purchase 1500 to be sold to our members. ASCD will be reimbursed for unsold copies after one year. Mr. Brandt commented that this would be a first where ASCD's stamp would appear without our approval. Mr. Brandt then asked for the group's reaction. Ms. Gess stated that if Mr. Brandt felt this project to be worthwhile, then the council should trust his professional judgement. Mr. Boudreaux expressed some concern as to the cost of this venture. Mr. Finkel suggested the possibility of this material being published by another publisher and that we table the discussion.

It was MOVED by Ms. Gess and SECONDED by Mr. Finkel "to give direction to Mr. Brandt to pursue this kind of endeavor as being a beneficial service to our members." MOTION CARRIED.

X. Program Development

Ms. Long passed out some correspondence regarding Mr. Frank Morley and the National Curriculum Study Institute to be held next summer on curriculum development. Mr. Cawelti said that there was a sharp difference of opinion on the direction that this institute should take. Ms. Long asked if the group had anything to communicate to Frank Morley. Mr. Cawelti went on to say that there was too much warm-up and not sufficient attention to the basic task of curriculum development. It is a question of whether the training is to improve skills or to heighten awareness. Ms. Silva said that she felt that it was to be an actual work experience and what they propose is quite different from what Mr. Cawelti proposes. Mr. Frost said that we can review the charges to the committee. Mr. Cawelti responded that the charge was to develop a five-day institute on curriculum development. Ms. Boudreaux emphasized the importance of giving practical experience to those attending. Mr. Bryant commented that he would be insulted if he attended an institute on curriculum development at this introductory level. Mr. Brandt stated that the trouble is that so many of our working groups produce products that are at best lukewarm. Mr. Karns went on to say that we have an obligation to see that this institute is a success because it can be a forerunner for many summer conferences. Ms. Long said that she would communicate the list of these concerns to Mr. Morley and that it is up to them to take these suggestions into consideration.

Ms. Long reported that requests for proposals had been mailed out in the News Exchange. She announced that 131 proposals had been received -- 13 on declining enrollments, 56 on talented/gifted, 24 on supervision/instructional improvement and 21 on mainstreaming.

Mr. Karns distributed four projects to the council (See Appendix D). The first was Analysis and Recommendations of Declining School Enrollment. Mr. Karns reported that the persons named had been selected as the most worthy.

It was MOVED by Mr. Finkel and SECONDED by Mr. Codwell "that the people listed be approved by the Executive Council." MOTION CARRIED.

Project # 2 was entitled Talented/Gifted.
It was MOVED by Mr. Finkel and SECONDED by Ms. Gess "that the people listed be approved by the Executive Council."
MOTION CARRIED.

Project #3 was entitled Supervision/Instructional Improvement.

It was MOVED by Mr. Codwell and SECONDED by Ms. Boudreaux "that we approve Project #3 as shown with Ms. Sally James having been replaced by Dr. Marcia Knoll." MOTION CARRIED.

Project #4 was entitled Mainstreaming.

It was MOVED by Mr. Finkel and SECONDED by Mr. Bryant "that the people listed be approved as recommended by the Executive Council."
MOTION CARRIED.

After some discussion it was suggested that the motion to adopt #4 include the following changes.

- addition of a regular classroom teacher with Project Director Blair to decide.
- Addition of a principal to be recommended by Mr. Blair
- Addition of a parent in a consultant capacity.

Mr. Finkel and Mr. Bryant agreed to these changes.

MOTION CARRIED.

Mr. Karns stated that the question of whether to consider proposals from consulting agencies and regional labs (some of which are very good) needs to be addressed. Mr. Cawelti expressed concern about overhead costs written in. Mr. Karns said that they required that they be written with no overhead. It was decided that this should be taken under consideration and studied further. Ms. Schaub then drew the attention of the Executive Council to a list of additional names for the peopling of projects 5-11.

It was MOVED by Mr. Bryant and SECONDED by Ms. Bryant "to accept the recommendations for additional members for Projects 5-11 as recommended by the staff." MOTION CARRIED.

Mr. Karns reported that there were 17 unsolicited proposals. He mentioned one on school climate which was exceptionally good. Mr. Karns recommended that we get Dr. Kelley of the University of Nebraska know that we were impressed with his proposal and bring this up for consideration at the June meeting when we have
better data on our financial condition.

Ms. Randolph MOVED and Ms. Kohn SECONDED
"to approve Mr. Karn's recommendation."
MOTION CARRIED.

Mr. Cawelti suggested that a motion be made to instruct the Program Development Subcommittee to make a recommendation establishing on an annual basis, a maximum number of projects we would fund at the June meeting. We now have 12 projects. He went on to say that he felt four to six were sufficient. His rationale for this was:

1. There is little chance for impact with just $3,000 for funding.
2. We cannot give staff leadership to 12 projects.

It was MOVED by Ms. Silva and SECONDED by
Ms. LaBrier "to approve Mr. Cawelti's recommendation." MOTION CARRIED.

Mr. Cawelti mentioned that he would like to also recommend a different process for handling program development. He suggested that once a proposal is approved -- the first year be given to studying it, the second year to implementing it in schools and the third to disseminate results including evaluation. He said that he has limited optimism for what a written report does. Mr. Hallmark said that this would pull the entire program together with much payoff in visibility and credibility. ASCD would be the only organization doing all these steps. Mr. Cawelti added that he sees this as the way to go and would like the subcommittee to study this further next year.

XI. Report on Curriculum Research and Information Clearinghouse

Ms. Schaub reported briefly on the ASCD Curriculum Clearinghouse and said that she will be focusing on the identification of resource dissemination activities. She mentioned that perhaps the title should be changed to note that the service will be research and information for members.

XII. $500 Authorized for Joint Committee on Guidelines and Standards For Educational Evaluation

Mr. Cawelti reported that the Joint Committee on Guidelines and Standards for Educational Evaluation wants to start field testing their document and needs an additional $500. Mr. Cawelti recommended our final contribution to this very important effort be granted.

It was MOVED by Ms. Randolph and SECONDED by Ms. Bryant "that we sponsor this effort up to $500." MOTION CARRIED.

XIII. Annual Conference

Ms. Arlington distributed the 1979 Annual Conference Program Preview. She reported that the preview would be mailed out in about a week and should take about two weeks to reach members. Mr. Frost advised Ms. Arlington that the time
of the Annual Business Meeting be changed to 1:00 - 3:30 on March 5. She indicated that a comprehensive evaluation of the San Francisco Conference had been done by a committee chaired by Lucille Jordan with David Martin and Ben Harris as members. She went on to say that she would like to request permission to use a shorter evaluation form for the 1979 conference. Ms. Arlington mentioned that it was a very good study and should be repeated every 3-4 years. However, for the purpose of planning future conferences, more information is needed on each of the conference sessions. She then distributed a short evaluation form with the request that this be used for the 1979 conference.

The peopling of the Conference Planning Committee for the 1981 Annual Conference was then discussed. Mr. Cawelti recommended the following names: Fred Rodgers as the Chair, Emelino Pacheco, Anne Price, Robert Krajewski and Michael Pasternak.

It was then MOVED by Mr. Karns and SECONDED by Ms. Gess "to approve the four names as recommended by the staff." MOTION CARRIED.

It was MOVED by Mr. Karns and SECONDED by Ms. Gess "to nominate Fred Rodgers as Chair for the 1981 Annual Conference Planning Committee." MOTION CARRIED.

XIV. Dallas Site Selected for 1983

Ms. Berthy distributed a handout of convention sites for professional organizations for 1983. Mr. Frost asked if we had some kind of site selection criteria. Mr. Cawelti responded that we did. Mr. Finkel then asked why the council members never see the evaluation of the criteria. Mr. Cawelti responded that although the staff uses these criteria, there was much paperwork involved that had not been used. He reported that Texas had passed the equal rights amendment. Because of the proximity of sleeping rooms and excellent meeting room provisions, it was recommended that Dallas should be selected as the 1983 Annual Conference site.

It was MOVED by Ms. Labrier and SECONDED by Ms. Boudreaux "that Dallas be selected as the site for the 1983 Annual Conference." MOTION CARRIED.

XV. Summer Instructional Leadership Conference

Mr. Cawelti gave a brief rundown on the plans for the summer conference. Mr. Frost said that he felt we had a good program for our first summer conference and went on to say that it should attract a different group of people. A letter of contract was then distributed from the Atlantic City Convention Bureau.

It was MOVED by Mr. Ebersole and SECONDED by Mr. Bryant "to authorize proceeding on the Atlantic City contract." MOTION CARRIED.

XVI. Report on Affiliated Units

Mr. Ratliff announced that the North Carolina affiliate unit was in violation of the
constitution because of the restrictions placed on their membership by requiring all affiliated unit members to join the North Carolina State Education Association. He went on to say that they stand to be placed on probation for one year. He reported that according to Affiliation: Policies and Practices, it was appropriate for an investigative team to be sent to North Carolina. Mr. Ebersole supported this and said that he couldn't understand why we wouldn't want to go through the process of sending such a team to look into this whole matter. Mr. Cawelti commented that he could not see incurring the expense of having a major investigation. He suggested that a three person committee be appointed by Mr. Frost to meet with the North Carolina delegation at the Annual Conference in Detroit to investigate the matter as outlined in our policy. Mr. Ebersole indicated that he felt that this was a good idea.

It was MOVED by Mr. Finkel and SECONDED by Mr. Bryant "that a three person committee be appointed by Mr. Frost to meet with the North Carolina delegation at the Annual Conference in Detroit to investigate the matter as outlined in our policy." MOTION CARRIED.

Mr. Ratliff then recommended that we proceed to contact Missouri, Texas and Tennessee to find out whether they are in conflict with the constitution.

It was MOVED by Ms. Randolph and SECONDED by Ms. Gess "that an inquiry in the form of a letter written by Mr. Ratliff be sent to the three other units that are in possible violation of the constitution."

Mr. Finkel AMENDED the motion with Mr. Ebersole SECONING "that there be a due date of response on the letter." MOTION AS AMENDED CARRIED.

Mr. Ratliff then reported on the status of the California affiliated unit. He said that 400 ballots had been received as of this date and will be counted on October 23rd. He pointed out that DCASCD members will count the ballots and the results will be published in the December News Exchange. He indicated that the Executive Council and sponsoring organizations will also be notified of the winner of the election. He reported that he and Mr. Cawelti had agreed that both the California Curriculum Forum and ACSA would submit a one-page statement about their organizations. He informed the council of the discontent expressed by Lois Williams of the Curriculum Forum at ACSA's having published a piece of campaign literature. Mr. Cawelti stated that he and Mr. Ratliff had met to set up ground rules on this matter but had not stated what each organization could not do. Mr. Frost indicated that he had glanced through this piece of literature and had not found it to be that upsetting. Mr. Cawelti commented that this was not a clear cut case to him. He said that if someone had been campaigning for office, it would have been necessary to set up tighter restrictions. Mr. Ratliff then recommended that the results of the ballot to designate the affiliated unit for California be transmitted to the board by mail ballot for final approval before the Detroit Conference. Mr. Frost said that he would like to see the California question resolved before the Detroit Conference. Mr. Frost
asked if it was possible to have a recognized California affiliated unit participating at the Detroit Board meeting. Mr. Cawelti remarked that the matter had been handled very carefully up until this point and that it shouldn't be rushed through by mail ballot now. Ms. Gess suggested that the board members be given information ahead of time, specifically the pros and cons of the California question, so that they would have the opportunity to study it. Ms. LaBrier said that she didn't think the California members would want to wait for representation at the board meeting in Detroit. Mr. Kerns indicated that a mail ballot to the board would eliminate lobbying and would give people a quieter time and place in which to cast their votes.

Mr. Finkel MOVED and Ms. Silva SECONDED "to accept Mr. Ratliff's recommendation." MOTION CARRIED.

Mr. Ratliff then reviewed the issue of New Hampshire's application for affiliation with the group. Mr. Ratliff informed the council that he had advised New Hampshire that they would have to remove the restriction on membership found in their constitution. New Hampshire responded saying that they would take this up with their board. He indicated that he had heard nothing since that letter. He then reported on the status of the Puerto Rican affiliated unit and said that he had received correspondence from Dr. Fuentes saying that they were underway in efforts to reorganize the unit. He then announced that he had heard nothing more from Dr. Fuentes since that time. Increased services to affiliated units were then reviewed by Mr. Ratliff. They include highlighting affiliated units in the News Exchange, assistance with conference planning and one free set of membership mailing labels per year. Mr. Brandt stated that stories of affiliated units being featured in the News Exchange were uninteresting and he expressed doubt as to whether or not we would want to commit ourselves to something like this. Mr. Ratliff indicated that this was experimental and open for suggestions.

Ms. Gess suggested that each affiliated unit be shown an outline of what constitutes a good story. Mr. Cawelti said such stories should be on substantive speeches given or resolutions rather than on the fact that a unit met.

XVII. Report on FY'79 Budget Execution and FY'79 Projection

Mr. Cawelti reported that there had been a deficit in the last fiscal year and that there had also been a cash flow problem this summer. The council's attention was then directed to the ASCD staff chart. Mr. Cawelti pointed out that we are operating with the same number of people that we had five years ago. This has meant increased responsibilities for many staff members. He went on to say that there is a definite need now to level off and stabilize in terms of the number of staff. He indicated that an increased deficit situation is anticipated. Although our dues are considerably lower than other educational associations, we do need to increase dues slightly.

Mr. Bralove reported that there was a gap between the amount of money we spent for membership promotion and the increase of actual membership income over what was budgeted. He commented on the significant growth in membership and informed the group of two experimental offers designed to increase membership. Attention was then turned to the FY'79 budget. Mr. Frost expressed concern with over marketing expenditure. He went on to say that we seem to be budgeting a certain amount and then spending more. It is frightening to approve an expenditure and then see that we have spent two or three times that amount. Mr. Finkel indicated
that he would like the budget to realistically reflect what we think we will spend. Ms. Kohn asked when costly membership drives designed to bring in new members will stop and we channel our efforts, instead, into keeping our present membership and leveling off expenditures. Mr. Bralove stated that it was obvious from a financial point of view that if we did not continue membership growth, we would be forced to increase dues annually. Mr. Finkel then raised a question as to the adequacy of staffing in the headquarters office in line with membership growth. Mr. Cawelti commented that at times the staff is overloaded. He said that he would prefer to remain flexible because we are close to a point where we will be able to stabilize.

Mr. Bralove reported on the status of the ASCD portfolio and said that it is being liquidated to finance a downpayment on the new headquarters site. He announced that we now have the Reston property listed with Mandarin, Ode and Rector. At this point, a reasonable value has not been set. He informed the council that if we do not sell to a non-profit educational association, we must receive permission for the sale from the Board of Directors of the Center in which we are a member. Fairfax County has valued the property at $110,000.

**XVIII. Change in Dues Structure for FY'80**

Mr. Cawelti then directed the council's attention to the memorandum regarding dues structure recommendations for FY'80 (See Appendix E). This memo observes that the board has already authorized an increase in dues. Mr. Cawelti announced that a small increase of $4 per member had been recommended. He further recommended that this be promulgated in September, 1979.

It was MOVED by Mr. Ebersole and SECONDED by Mr. Karns "to adopt this document and transmit the dues increase to the board." MOTION CARRIED.

**XIX. Report on NCSI's**

Ms. Long then gave a brief report on NCSI's and said that all of the institutes had been rated a 1 or 2. The only unsuccessful institute had been the one in Boston which had a poor rating. She reported that the income shown covered all expenses including promotion except staff salary. Ms. Long then noted some changes in the ASCD National Curriculum Study Institutes brochure for next spring and summer.

She then discussed an interest in the establishment of a network on teaching styles/learning styles. She stated that she had received some correspondence from Rita Dunn who had agreed to coordinate this ASCD network. Mr. Frost asked Ms. Long if she saw any problem with this and she responded that she did not. Mr. Finkel indicated that he didn't mind the network but asked if ASCD was doing this. Ms. Long remarked that this is what she was asking -- should ASCD be on this letterhead? Mr. Karns expressed a concern that we would have no control over what they do and recommended that we encourage Ms. Dunn to do this on her own. Mr. Cawelti agreed and said ASCD should be careful and consistent in associating ASCD with different projects. Mr. Karns pointed out that Ms. Dunn should write up a proposal and go through Program Development. There was a consensus that this was not a good process to start and Mr. Cawelti suggested that a letter be written to Ms. Dunn encouraging her to proceed with this on her own. Mr. Cawelti asked if anyone had any suggestions on topics for future NCSI's. Ms. Kohn asked what the criteria for NCSI site selection was. Ms. Long responded that we tend to approve cities that are easily
accessible to a dense population and will draw a larger number of people. Mr. Cawelti asked that Executive Council members write to Ms. Long with suggested topics or cities for future NCSI's. Mr. Frost suggested that the rating system for NCSI's be reversed so that a high number reflects a good institute.

Mr. Frost informed the group that three Executive Council members were needed to serve on the Selection Committee for the 1979 Nominating Committee. He asked for volunteers. Mr. Cawelti suggested, instead, that Mr. Frost appoint three people. Mr. Frost recommended Mr. Karns, Ms. Bryant (as the carryover person) and Ms. Boudreaux.

It was MOVED by Mr. Bryant and SECONDED by Ms. Kohn "to appoint these three people to the Selection Committee to elect the 1979 Nominating Committee." MOTION CARRIED.

XX. Liaison Reports

Reports on liaison activity were kept very brief with a large number of them being summarized in the agenda.

It was MOVED by Mr. Karns and SECONDED by Mr. Bryant "to adjourn the Executive Council meeting." MOTION CARRIED.