ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

MINUTES OF THE EXECUTIVE COUNCIL MEETING

ASCD Headquarters
225 N. Washington Street
Alexandria, VA 22314

and

Old Town Holiday Inn
480 King Street
Alexandria, VA 22314

June 26, 27, and 28, 1980

ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

Alexandria, Virginia
June 26, 27 and 28, 1980

ASCD Headquarters and
Old Town Holiday Inn

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Executive Council Meeting

Alexandria, Virginia
June 26, 27, and 28, 1980

ASCD Headquarters and
Old Town Holiday Inn

Presiding: Barbara Day, President

The Executive Council convened in the Alexandria Room of the ASCD Headquarters at 2:00 p.m. on June 26, 1980, with the following members present:

Barbara Day, President ASCD; Lucille Jordan, President-Elect; Benjamin Ebersole, Immediate Past President; Julianna Boudreaux; Gwen Brownlee; Larry Finkel; Ray Hendee; Alice Houston; Carolyn Hughes; Phil Robinson; Maizie Solem; and Bob Taylor. Ron Stodghill was absent.

Also attending were:

Gordon Cawelti, Executive Director ASCD; Ronald Brandt, Executive Editor; John Bralove, Business Manager; Ruth Long and Roosevelt Ratliff, Associate Directors; Kathy Schaub, Assistant Director; Frederick Rodgers, Chair of the Conference Planning Committee; Sarah Arlington, Conference Program Coordinator; Virginia Berthy, Conference Facilities Coordinator; and Anita Fitzpatrick, Recorder.

Welcoming Remarks

President Day introduced the new members of the Executive Council, Gwen Brownlee, Carolyn Hughes, Phil Robinson, and Bob Taylor, and welcomed them to the group's deliberations. She then reported on her recent activities as President, complimented the ASCD staff on their good work, and added selected items to the agenda.

Approval of Previous Minutes

Ms. Houston MOVED and Ms. Solem SECONDED "that the minutes of the previous meeting be approved as distributed." MOTION CARRIED.

Preliminary Budget Review

Mr. Cawelti discussed the FY '80 budget and indicated that the cash flow problem is approximately the same as one year ago, and would remain so until the annual budget produces a surplus. This is necessary in order to make up for the deficit of the two previous years. The cash flow problem is creating a delay in paying certain of the association bills, but the staff has been able to handle it thus far. He reviewed the budget reductions made in order to

accomplish a break-even or surplus situation during the current year. He urged that extreme care and caution be followed in budgetary matters to help restore a reserve fund to meet contingencies such as the association had before it invested in the Alexandria property.

Mr. Cawelti also pointed out that over half of the budget revenue came from membership and that this currently stands at approximately 34,000 members. The rapid growth in membership in the early years has now leveled off and alternative and more effective marketing methods need to be utilized in order to sustain even the current level of membership and to make up for those who discontinue their membership in ASCD. Mr. Bralove pointed out that the principal and interest on the new building is approximately the same as the rent had become at the previous K Street address in Washington, D.C. He also said that ASCD has applied for an exemption from real estate taxes and this is expected to be approved.

Report of Evaluation Subcommittee

Mr. Ebersole reported on the discussion the officers had had with Mr. Cawelti during the past year and that he was in the process of examining expense statements, which is required by procedures and guidelines of the association. He discussed each of several management goals Mr. Cawelti had outlined one year ago and reported good progress on most of them. The one exception was the establishment of an international education unit overseas which had not been undertaken because of the costs involved. Several members of the Council encouraged continuation of this as a goal, expressing hope that the activities of the association could be expanded into the international arena. Ms. Day discussed her participation at a curriculum and instruction conference in Canada. She indicated that she had discussed with leaders at this conference the idea of affiliation with ASCD.

Ms. Solem MOVED and Mr. Hendee SECONDED "to accept the evaluation subcommittee report." MOTION CARRIED.

Affirmative Action Report

Mr. Cawelti presented data on the status of the staff and Executive Council in terms of sex and ethnicity. Reasonably good balance exists at the top level within the staff in terms of factors important for broad balance, but the problem of female imbalance at levels two and three persists despite efforts to employ males in this category. He also said that the Executive Council continues to have non-public school representation and does not have a Native American in its membership. It was suggested that this concern should be transmitted to the Chair of the Nominations Committee. Mr. Hendee expressed concern that the committee had apparently indicated that it was not concerned about minority representation, only geographical representation. Ms. Day suggested that the Nominations Committee be given a copy of the data presented by Mr. Cawelti to the Executive Council with regard to racial and sex composition.

Report on Reston Property

Mr. Cawelti reported that some "feelers" had been received regarding the Reston property but no firm offers as yet. The property is currently listed for sale at approximately $200,000 even though its most recent appraisal is $238,000. If a sale is made it would likely be three or four months before any monies are received, but this would be very helpful in relieving the cash flow situation. He also pointed out that a 10% realtor fee would be required. Mr. Finkel raised the question as to why ASCD had chosen not to build in Reston and it was explained that the proximity of the city made it difficult to transact business regularly in Washington, D.C.

Publications Program Report

Mr. Brandt presented recommendations for the Publications Committee. (See Attachment A.) He discussed the rationale for selecting these people from different positions and the need to provide a balanced committee.

> Mr. Hendee MOVED and Mr. Robinson SECONDED "to accept the recommendations for the Publications Committee." MOTION CARRIED.

Mr. Brandt then reviewed the ASCD publications issued during the past year and discussed those that were in preparation. He reported that the next yearbook would be published on time in January, and presented information showing the current best sellers in the area of booklets and media. He discussed the new videotape, "Classroom Management for the Elementary School," which was produced in cooperation with the Austin Public Schools. It was decided that the Executive Council would be given the opportunity to review the videotape during the course of the Council meetings. Mr. Cawelti suggested that perhaps a more extensive review process for new media might be developed by Mr. Brandt for consideration by the Executive Council at another time.

A question was raised as to whether or not the Council felt a yearbook should continue to be planned for the years ahead but the issue was not resolved. Mr. Brandt pointed out that similar organizations no longer publish a yearbook and stated that the costs for continuing this service to members are steadily increasing.

Mr. Brandt discussed the emerging technology in video discs and said he was watching it closely in the event ASCD may want to enter this field. He also reported on a proposed new name for the News Exchange - "ASCD Update," and the Council concurred that this was a suitable new name for the publication. Mr. Brandt provided information on the revised layout of Educational Leadership which is forthcoming, and said he felt it would be a very tasteful and appropriate kind of journal.

Affiliated Unit Report

Mr. Ratliff gave an update on the status of activities with the 52 affiliated units, which now have some 15,000 members. He said that as a result of the May conference in Boys Town, an Ad Hoc committee to develop suggestions for affiliated unit conference planning was formed, a network on state legislative activity was identified, and that there will be a revision of the booklet on strategies for obtaining and retaining members. Members of the Executive Council gave strong support to the idea of developing a network dealing with state legislative activities so that sharing would be made possible.

Mr. Ratliff then discussed a proposal made by several southern states to hold a regional conference with funding support from the national association. Several members of the council raised questions as to the long range implication of funding this kind of activity, and some discussion was held about the extent to which the Omaha conference adequately covers these concerns and about the real need for such sharing. Both the pros and cons of national support of such a meeting were discussed. Mr. Ratliff said he felt that more than one meeting was necessary since a good deal of information, for example about the basic operation of ASCD, was not adequately covered in Omaha. Mr. Finkel said that he felt this was a regional responsibility since if one group is funded, others would seek funding, and Ms. Jordan concurred with the precedent-setting nature of this move. Some discussion followed about the possibility of having State Executive Secretaries of affiliated units attend the Omaha meeting.

Ms. Day raised the question of the entire concept of regionalism, including conferences of state unit members from several states. Mr. Ratliff said he had been supporting the idea of intra-group coordination in order to improve the quality of programs and to have stronger units help neighboring states improve their own program. Mr. Robinson asked what the impact of having national support regional conferences would be on the annual conference. Some of the pros and cons of having State Executive Secretaries were then discussed.

> Mr. Hendee MOVED and Ms. Houston SECONDED "that the Executive Council support the concept proposed by the southern regional affiliate group and offer assistance in the form of ASCD staff leadership as approved by the President." MOTION CARRIED.

Ms. Brownlee then discussed an alternative approach to help deal with the problem. She said there was a need to help support affiliated units in any way possible and to give leadership to the concept of regionalism.

> Ms. Brownlee MOVED and Mr. Taylor SECONDED "that a committee be appointed by President Day to study the concept of regionalism and develop a position for ASCD on the topic of regionalism and to report back to the Executive Council." MOTION CARRIED.

Mr. Cawelti said that everything possible within our resources should be done to strengthen the work of the 52 affiliated units. He said that because the country is now in a recession it is very difficult to predict continued rates of participation in the annual conference and to know the likely level of total membership in ASCD. He said he felt regional meetings would develop if it were the states' wishes even if national takes a negative position. He stated that some thought should be given to providing some incentive to having Executive Secretaries of the affiliated units attend the Omaha conference and that perhaps the conference there should be extended to provide additional time for regional considerations. He expressed some concern about parochialism limiting the focus of ASCD as a national organization from becoming stronger and sharper. Mr. Ratliff was urged to give consideration to these issues and Ms. Day said she felt such considerations should be included in the position statement on regionalism.

Mr. Finkel requested that the minutes reflect his observation that Mr. Ratliff has done an outstanding job in servicing the states in his area and around the country.

Mr. Ratliff praised the affiliated units that have already contributed works of art for the office: Connecticut, Hawaii, Idaho, Kansas, Nevada, and New Mexico. Mr. Cawelti added his appreciation and made special mention of the contribution from New Mexico, which was made possible through Ms. Chon Labrier, former Executive Council member.

Annual Conference

Ms. Arlington reported on the ASCD Annual Conference in Atlanta, saying that it was rated from good to excellent. There were some criticisms of certain general sessions and it was felt by some that the quality of special sessions and action labs was uneven. She reported that additional checking was going to be done to improve quality control in this area by contacting people in local institutions who may be familiar with the proposed program and presenter.

There was considerable discussion about the failure of Julian Bond to appear at the closing luncheon. While he wrote to ASCD saying he was ill that day, Ms. Arlington received information from a member in St. Louis saying he had been in that city at that time. It was decided that when full information is received we will let it be known that the information he provided us was untrue and that the matter will be dropped. It was agreed that the agency should be made aware that we have determined that his excuse was apparently not true.

Frederick Rodgers, Chair of the St. Louis Conference Planning Committee, was introduced and he reported that attention needed to be given to the following considerations:

- Four Day Annual Conference. The possibility of shortening the conference from four and one-half days to four days was mentioned. Considerable discussion ensued about the likelihood of people leaving early, even on Tuesday, but several advantages were pointed out. It was decided that

ASCD continued to have one of the longest conferences, and that it might be in the best interests of economy to shorten it for one year on a trial basis.

- Master Lecture Series. Mr. Rodgers said that Master Lecture Series on two or three topics had been proposed by Ms. Day. Two or three series will be offered, one dealing with Women in Educational Leadership, and the other focusing on Early Learning. If funds permit, a possible third series will be on Adult Learning. Each Master Lecture Series will provide participants an opportunity to study more comprehensively a particular topic. Each series will consist of five two-hour sessions. Certificates for attendance will be presented at the conclusion of each series which might serve as documentation for certificate renewal, in-service work, salary schedule credit, etc.

- ASCD Dissertation Awards on Curriculum and Instruction. Two dissertation awards are to be given annually for outstanding studies in the areas of (1) curriculum, and (2) supervision/leadership behavior for instructional improvement.

- Meet the Experts in Poster Sessions. These would focus on a variety of topics and would be set up in one large room with bulletin board space for displaying print materials. Participants would be encouraged to engage in dialogue with the presenters.

- Children's Education Center. Arrangements will be made with agencies in St. Louis for care of young children. Older children will be offered a variety of tours, excursions, and other educational experiences. Charges for these activities are yet to be determined.

Considerable discussion then followed about assuring a general session speaker of very high quality. Several names were suggested and it was determined that the committee, the President, and the staff should pursue the development of the conference within the established guidelines, which would attempt to include the suggestions made herein. It was pointed out that it was very essential to have at least two or three hours of unscheduled time because many exhibitors were unhappy with the poor traffic in the exhibit area after they had gone to considerable expense to attend the ASCD conference.

Ms Day said the Conference Planning Committee had felt the need to depart some from tradition and attempt to establish a somewhat different pattern, even if on a trial basis. For example, if a four-day conference schedule is followed, the annual luncheon may be eliminated and an evening meal function with entertainment may be added to the program. Mr. Cawelti pointed out that the cost of hotel meal functions continues to rise beyond the point that many members feel they are worth, and that two meal functions should be avoided if at all possible. The suggestion was also made that if this change were to be made, the Saturday program should be more heavily programmed to assure many opportunities for members who would be coming into a first full day of conference.

It was MOVED by Ms. Boudreaux and SECONDED "that the four-day conference format be held on a trial basis and evaluated." MOTION CARRIED.

It was MOVED by Ms. Hughes and SECONDED by Ms. Solem "that the Board of Directors meeting be held on Friday." MOTION CARRIED.

Alternate times for the State Unit Presidents to meet were discussed and included the possibility of a Saturday morning session. Ms. Day suggested that Mr. Ratliff assess the most desirable of several alternatives with the presidents themselves so that they would feel good about the time slot for their meeting.

Conference Planning Committee and Chair Appointed

Mr. Taylor MOVED and Ms. Boudreaux SECONDED "that Rita Bryant and Art Costa be appointed to the Conference Planning Committee." MOTION CARRIED.

Mr. Finkel MOVED and Ms. Jordan SECONDED "that Robert Krajewski be appointed as the upcoming co-chair of the Conference Planning Committee."

1985 Conference Site - Preliminary Review

The mid-country conference site recommendation for 1985 must be made in October and preliminary information was presented for consideration. Minneapolis, Dallas, San Antonio, and Denver were mentioned and possible dates discussed. Housing and travel considerations were reviewed and Mr. Cawelti asked the Executive Council to identify and eliminate now any cities they felt should not be considered further.

Ms. Hughes MOVED and Mr. Finkel SECONDED "that the association newsletter report that planning is underway for selecting a 1985 conference site and that consideration is being given to these specific cities outlined, and that only cities in states that have passed ERA are being considered in order to follow through on the commitment adopted by the Board of Directors." MOTION CARRIED.

It was agreed that care should be exercised in drafting this so that it will be shown as a point of information and so that it will not be interpreted that the council regards it as an undesirable restriction.

After some discussion, it was decided by consensus to remove Minneapolis from further consideration, leaving the other three cities to be further investigated. A recommendation will be presented for a specific city by the staff at the October Executive Council meeting. It was also decided that a survey of the Board of Directors would be conducted to determine their preference, and that this would be reported at the October meeting.

Nominating Committee Procedures

Ms. Day reported on information she had obtained about committee attendance, voting procedures, and meeting locations when the Nominating Committee met in Atlanta. Concern was also expressed about the committee's action to not take into consideration the use of factors such as sex, ethnicity, and geographic location in assuring a balanced slate. After considerable discussion,

> Ms. Solem MOVED and Ms. Hughes SECONDED "that a comprehensive document containing all information pertaining to nominations and procedures be compiled and presented to the Executive Council in October." MOTION CARRIED.

Mr. Cawelti also suggested that a briefing of the chair by the president and/or certain staff be an annual procedure prior to the first meeting, and that the time and the place of the meeting should be clearly called. Mr. Ebersole pointed out that because the Garza letter had been circulated, the names of the nominees were made public to the Executive Council. He stated that this is not ordinarily done and that these names should remain confidential until they are revealed in the newsletter at the time of the election.

Disposition of the Resolutions

A compilation of actions taken in response to the 1980 resolutions was presented to the council. Ms. Hughes raised the question of the need for an additional committee meeting to compile a synthesis of all resolutions since the last time this was done was in 1977. Several items were clarified and it was pointed out that this report will be further updated when presented to the Board of Directors at the Annual Conference.

Committee to Review the Role of the Review Council

Ms. Day said that the Committee to Review the Role of the Review Council would meet in October just prior to the Executive Council meeting, since the Review Council would be in Alexandria at that time.

Executive Session

The Executive Council went into Executive Session at 2:45 p.m.

> Mr. Robinson MOVED and Ms. Solem SECONDED "that the GENERAL PROCEDURAL GUIDELINES ON THE RELATIONSHIP OF THE PRESIDENT AND EXECUTIVE COUNCIL TO THE EXECUTIVE DIRECTOR AND ASCD STAFF be amended to add under item IIB, '...and a written report distributed to the Executive Officers and a copy given to the Executive Director.'" MOTION CARRIED. (See Attachment B.)

The policy pertaining to the tenure of the Executive Director was discussed and

> Mr. Hendee MOVED and Ms. Boudreaux SECONDED "to recommend to the Board of Directors that the last sentence of Tenure of the Executive Director, Policies Handbook (August, 1979) be omitted and the following sentence be added: 'Semi-annual audits and the three-year appraisal process outlined in the GENERAL PROCEDURAL GUIDELINES are to be followed.'" MOTION CARRIED. (See Attachment C.)

The Executive Session adjourned and the Executive Council resumed open session at 4:10 p.m.

Review Council Replacement Policy

The question of replacing one whose term has not yet expired on the Review Council was discussed. In the most recent instance, it had been decided that the person to be elected to fill the term of Lucille Jordan (President-Elect) would be regularly elected as an additional slot on the ballot. However, there may be instances where one had only one or two years left to serve in a term, and although someone would be needed to complete the term, it would be inadvisable to hold a Board election for this purpose.

> Mr. Taylor MOVED and Mr. Robinson SECONDED "that when a vacancy occurs on the Review Council for a person who has two years or less remaining to serve, the president should appoint three members of the Board of Directors to prepare a slate for a Board of Directors election to complete the term. When this has to be done other than during the Annual Conference, it could be done by mail ballot." MOTION CARRIED.

Program Development

Ms. Long reported on the NCSI series completed during the past year and those scheduled for the remainder of the summer. She also distributed a tentative 1980-81 schedule for review by the Executive Council. (See Attachment D.) She raised the question of the advisability of attempting to develop a new summer Human Resource Development Conference by beginning a multiple series of institutes. While the initial discussion was on Atlantic City, Mr. Cawelti pointed out that the hotel situation was very unsatisfactory there and that perhaps the Norfolk/Virginia Beach area would be preferable. The idea behind this plan would be a "fail safe" approach to attracting a number of people to a given site and build a more extensive program when there was assurance of sufficient attendance.

Mr. Robinson asked about the evaluation of the institutes and about the utilization of minority presenters. Ms. Long reported on a resource that Mr. Cawelti obtained from the State Presidents Conference in Omaha consisting of outstanding presenters in general and specifically among female and minority persons. She stated that it had been difficult to assure a good balance of these kinds of persons in all institutes, but that an effort is always made.

Ms. Long then reviewed the Research Information Service (RIS) which is underway. Some 200 inquiries have been received and research syntheses and curriculum summaries are being planned for next year on topics that the Board of Directors had suggested. Mr. Cawelti said that during the coming year all members would be receiving a great deal more information through the efforts of RIS.

Ms. Jordan suggested that when needing exemplary programs for schools, perhaps the state presidents could be surveyed for suggestions. Mr. Cawelti then raised the question of the desirability of presenting awards to outstanding presenters in the NCSI series. The staff was given encouragement to present a plan for doing this at the October meeting.

Ms. Long then briefly discussed the report of the research by Dr. Charles Reavis of Texas Tech on the provision of supervisory services. Mr. Brandt said that there would probably be a summary of it in the newsletter, and that an article would be prepared for Educational Leadership. In addition, the full report will be available at the cost of duplication. Mr. Cawelti said it needed further analysis and that attention would be given to it in October.

> Ms. Solem MOVED, and Mr. Hendee SECONDED "that Mr. Brandt's publication recommendations be followed." MOTION CARRIED.

Disposition of NCATE Standards for Preparation of Curriculum Programs

Ms. Long reported on a letter received from A. W. Sturges, who worked on the NCATE standards, which recommended that ASCD not become involved in the execution and application of the standards. It was pointed out that the Board of Directors had approved the substance of the standards themselves but reluctance was expressed abut actually helping with the accreditation process.

> Ms. Boudreaux MOVED and Mr. Taylor SECONDED "that NCATE officials be informed that the Board of Directors has endorsed the standards and that they are being forwarded for their utilization." MOTION CARRIED.

> Mr. Taylor MOVED and Ms. Houston SECONDED "that ASCD take steps to affiliate with NCATE as requested." MOTION CARRIED.

Use of President's Funds

Ms. Day said that she intended to use the president's fund for institutional support, conference attendance, and occasional family travel.

> Ms. Hughes MOVED and Ms. Boudreaux SECONDED "to approve such use of funds." MOTION CARRIED.

ASCD Leadership Foundation Proposal

Ms. Day presented the results of a committee that had been established to explore the ASCD Leadership Foundation. (See Attachment E.) She suggested that the purpose statement be clarified by indicating certain priorities for a fixed period of time, perhaps three years. Mr. Hendee raised a question about the governance structure and the extent to which the Foundation trustees would be independent of the Board of Directors, and it was pointed out that the Board would appoint people to the Foundation trustee group.

> Mr. Finkel MOVED and Mr. Hendee SECONDED "that the report be approved and that it be reviewed again in October with the refinements reflecting suggestions made here." MOTION CARRIED.

It was suggested that a special mailing of the proposed plan be sent to the Board by September.

Establishment of Dissertation Awards

Ms. Day reported on the development of plans to make two dissertation awards each year at the Annual Conference. (See Attachment F.) It was suggested that the time line for completion be clarified and that the statement read that the dissertation had been completed and approved prior to September.

> Ms. Houston MOVED and Mr. Finkel SECONDED "that we approve and continue development of the dissertation award idea." MOTION CARRIED.

Establishing a Curriculum Committee of 75

Ms. Day introduced the idea of establishing a Curriculum Committee of 75 to work together as a group forming a network of participants who would meet annually during the conference to pursue common areas of interest and concern. (See Attachment G.) Ms. Jordan reported on a similar idea, continuing Action Labs, which had existed previously in ASCD, and said she felt that the continuity this experience afforded was beneficial. Ms. Hughes suggested that all Affiliated Unit Presidents be contacted and that they have their Boards give consideration to nominating persons. It was suggested that one-half of the 75 persons selected would not necessarily come from state departments of education, but that all departments would be contacted for nominees.

By consensus it was agreed that all 50 states, the District of Columbia, and Puerto Rico would be notified before making nominees, but not necessarily insist that one be from each state.

> Mr. Ebersole MOVED and Ms. Boudreaux SECONDED "that a group of 75 people be established for the first year." MOTION CARRIED.

> Mr. Ebersole MOVED and Mr. Robinson SECONDED "to accept this report and proceed." MOTION CARRIED.

FY '81 Budget Authorized

> Mr. Taylor MOVED and Mr. Hendee SECONDED "to authorize transmittal of the proposed budget for the Board of Directors' approval in August." MOTION CARRIED.

Review of Long Range Plan

The long range plan was reviewed and Mr. Cawelti pointed out the need to discuss the question of the composition and function of the Board of Directors, and whether or not a task force should be established to examine this. Considerable discussion followed about whether or not to open up this problem since it was not a matter that had come into the long range plan from expressed discontent. Another issue was the continuing problem of adequacy of theory coverage in the ASCD program. This is an issue which also has not yet been resolved by a clear decision or change in policy as required by the long range plan. Discussion also ensued on the problem of having a pertinent agenda which dealt with and involved the Board in both issues of government and substantive issues of instruction and learning.

> Mr. Finkel MOVED and Ms. Brownlee SECONDED "that we take time to review the issue of Board composition and function in the October meeting." MOTION CARRIED.

Mr. Cawelti then reviewed five goals he had established for 1980-81 and asked for comment. (See Attachment H.)

Appointment of Resolutions Committee Chair

Vacancies on the Resolutions Committee were discussed and it was agreed by consensus that Ms. Day was authorized to make contacts from among a list of possible chairpersons and members of the committee and that she would report back the slate for Council's approval in October.

Ms. Hughes was authorized to request two persons to assist her in updating the synthesis for presentation to the full committee when it meets later in the year. This was agreed upon by consensus.

Appointment of Three Executive Council Members to the Selection Committee

Ms. Day said that she wished to appoint the following persons to serve on the Selection Committee: Phil Robinson, Gwyn Brownlee, Carolyn Hughes.

> Mr. Finkel MOVED and Mr. Hendee SECONDED "to appoint this slate." MOTION CARRIED.

Review Council Report

Ms. Day requested each Council member to carefully review the items on the Review Council Report and be prepared to discuss in October any particular area of interest or concern they have about the report as it relates to the role definition of the Review Council and the Executive Council. She also discussed several items outlined in a recent memo from the Review Council regarding suggestions received during the Annual Conference.

Opposition to National Athletic Contests

> Mr. Ebersole MOVED and Mr. Taylor SECONDED "to support the NASSP position in opposition to the proliferation of national high school athletic championships." MOTION CARRIED. (See Attachment I.)

Authorization to Receive March of Dimes Grant on Parenting

> Ms. Houston MOVED and Mr. Hendee SECONDED "to authorize receipt of the $30,000 grant from the March of Dimes for developing a master curriculum guide in parenting." MOTION CARRIED.

Request to Sponsor Learning Styles Network Delayed

Ms. Day reviewed correspondence received from Rita Dunn providing additional details on her request to have ASCD co-sponsor a learning styles network. She felt there was not sufficient time to discuss the matter and said that the materials would be sent to the Executive Council for study before considering it again in October.

October Meeting of the Executive Council

The Executive Council meetings for October will be scheduled in Alexandria as follows:

2:00 p.m. - 5:00 p.m.	- Thursday, October 9
9:00 a.m. -	- Friday, October 10
9:00 a.m. - noon	- Saturday, October 11

The meeting was adjourned at noon on Saturday, June 28, 1980.

ATTACHMENT A

Proposed ASCD Publications Committee 1980-81

Continuing

Yvonne Tomei McKitrick, (Chair)
Elementary Supervisor
Hillsboro County Public Schools
Tampa, FL

James E. Cole
Superintendent of Schools
Stevens Point Area Schools
Stevens Point, WI

Leonard Valverde
Professor of Educational Administration
University of Texas
Austin, TX

New

Thomas Sergiovanni
Professor
University of Illinois
Urbana, IL

Mildred G. Ness
Principal
Lincoln Park School, No. 44
Rochester, NY

Vincent R. Rogers
Professor
University of Connecticut
Storrs, CT

Benjamin Williams
Associate Superintendent for Education
Little Rock Public Schools
Little Rock, AR

ATTACHMENT B

GENERAL PROCEDURAL GUIDELINES ON THE RELATIONSHIP OF THE PRESIDENT AND EXECUTIVE COUNCIL TO THE EXECUTIVE DIRECTOR AND ASCD STAFF

Background: These guidelines have been in operation for the past four years and have given structure to an excellent working relationship. To help maintain that relationship, the executive director has been asked to be responsible for distributing copies of the guidelines to the officers at the May-June Executive Council Meeting.

I. Personnel Evaluations

A. All ASCD staff members except the executive director are evaluated by the executive director for the council.

B. Evaluation of the executive director is the responsibility of the executive council only. The officers, representing the council, conduct semi-annual audits and an extensive evaluation near the end of the director's three-year term to be used for recommendation of another term.

II. Semi-Annual Audits of the Executive Director

A. This function is performed for the council by the three officers prior to the June and October meetings of the council. The immediate past-president serves as chairman. The audit is usually done the day preceeding the first executive council session.

B. June audit -- This includes a review of the executive director's calendar of activities regarding the types of activities and the amount of time spent on each to determine if the executive director is giving sufficient attention to the various goals of ASCD. An audit of the executive director's expense account is also conducted. A verbal report is given to the council, and a written report distributed to the Executive Officers and a copy given to the Executive Director.

C. October audit -- The three officers review the director's calendar of activities. The immediate past-president as chairman gives the report to the executive council.

III. Evaluation of the Executive Director Near the End of a Three-Year Term

A. The officers and executive director go over the process and procedures to be used in the extensive evaluation of the director. This meeting is usually done in October. The president of ASCD is responsible for the mailings of the questionnaires to council members and unit presidents.

B. The officers meet with the executive director in late January to discuss the executive director's performance review. A written summary is prepared by the president for executive council action in the March meeting. The council recommendation will be forwarded to the board of directors for their decision.

III. (cont.)

C. The evaluation process includes the following:

a. Responses from executive council members
b. Written comments solicited from each unit president
c. Review of seven areas of office operation
d. Staff inventory responses
e. Verbal reactions received by officers in their travel

IV. Working Ground Rules Between the President and Executive Director

A. President is responsible for agenda of executive council meeting. Executive director drafts suggested agenda for executive council. President reviews and revises as needed before distribution.

B. A draft of the minutes of Executive Council and Board of Directors meetings is reviewed by the officers prior to distribution to members.

C. President determines if and how he/she wishes to participate in the unit Presidents' Leadership Conference. (To be done in conjunction with executive director and/or designated ASCD staff members prior to setting the agenda.)

D. Meetings with unit presidents and presidents-elect at annual conference are to be discussed with president and president-elect to determine how each wishes to participate. To be done with executive director or designated staff member.

E. Social "get togethers" at the annual conference are to be determined by the president in consultation with the executive director. Such entertainment has included unit presidents, main speakers, exhibitors, urban leaders, ASCD staff, executive council, past presidents and other groups. VIP's known to be in attendance at the conference will be invited to at least one such event.

These social affairs are held in the suites of the president and the executive director, as planned jointly by them.

The executive director will supervise securing a large suite with two bedrooms for the president each year in advance of the president's arrival. The president's suite shall be larger and better than the executive director's.

Assignments of complimentary facilities should be communicated to the executive council.

F. Press interviews are to be done jointly by the president and executive director at the annual conference. They may invite others to sit in. Procedures should be reviewed by the president and executive director <u>in advance</u> of the conference.

IV. (cont.)

G. The executive director should feel free to speak out on behalf of the association and is encouraged to do so. He will, obviously, present views consistent with ASCD policies, if in existence. He should contact the president ahead of time whenever possible so that the president can also speak on the issue if he/she so chooses.

V. Contacts with ASCD Staff

A. The executive director welcomes having the president contact staff members directly on matters which they handle.

B. The president will send the executive director copies of all memos sent to ASCD staff members.

C. Staff will always consult with the executive director and take direction from him. Any differences of opinion between staff and the president will be resolved by the executive director.

D. The executive director is the only staff member who takes direction from the president or executive council. All other staff members take direction from the executive director.

VI. Review of Guidelines

A review of the General Procedural Guidelines shall be done in the June Audit session with the executive director.

DRF/sc
April, 1979

ENDORSING RESOLUTIONS

The Association does not endorse resolutions from other organizations where ASCD membership has not acted on them.

TENURE OF THE EXECUTIVE DIRECTOR

The Board recommended that the Executive Council establish a somewhat continuing policy for the Executive Director in the light of the needs of the organization and the effectiveness of the work done by the executive director. It was recommended that the Executive Council review the situation at the end of each three year period and offer the Executive Director a continuing contract when desirable. (It is further recommended that no individual be employed for more than nine years as Executive Director.) Semi-annual audits and the three-year appraisal process outlined in the General Procedural Guidelines are to be followed.

DISPOSITION OF MATERIALS RESULTING FROM WORK OF WORKING GROUPS OF THE ASSOCIATION

Committees, commissions, councils, working groups and other small groups are established by the Association through action of the Executive Council. The work of these groups is made possible by the Association, through the identifying of objectives, the appointment of members and arranging for meetings, and through the allocation of money and time of professional and clerical staff. Therefore, the Association affirms that manuscripts, documents and materials or products developed by or through the planning of these groups are considered the property of the Association. No contract or negotiation with commercial or other publication or dissemination sources may be entered into by these groups or their members except through the Executive Council.

EMPOWERING EXECUTIVE DIRECTOR TO COMMIT ASCD TO PUBLISHING MANUSCRIPTS

The Executive Director be empowered to commit the Association to publishing jointly with other groups, manuscripts resulting from their cooperative work, when in his judgment, having cleared with the Editor, it seems desirable to proceed, with the provision that he inform the Executive Council in writing that such action has been taken.

EXECUTIVE COUNCIL VACANCY FILLED (Policy by action)

Any vacancy on the Executive Council will be filled by an ad hoc committee of the Board of Directors.

At a later date the Executive Council took exception to the above policy by asking this ad hoc committee to prepare a slate of three names for any vacancy instead of naming a replacement; this slate to be voted upon at that time by the Board. It was pointed out that the slate needed to include persons who were Board members and members of their affiliated unit if such unit exists.

NATIONAL CURRICULUM STUDY INSTITUTES

A brochure which describes the 1980-81 National Curriculum Study Institutes will be mailed to ASCD members at the end of the summer. If you would like to receive additional copies, please write to us and we will be happy to send brochures for your colleagues. If you would like information before the brochure is printed about the program for any institute, please call Ruth Long at ASCD. If you would like to register, please write to Jo Jones.
Fees will be: 2 day NCSI = $110 member and $140 ASCD non-member
4 day NCSI = $210 member and $240 ASCD non-member.

1980-81 NCSI Series

October	7-8	Finance and Governance	San Francisco
	16-17	Mastery Learning	Denver
	17-18	Futures and Education	New York
November	6-7	Writing for Professional Publication	Chicago
	10-11	Leadership Styles	Orlando
	12-14	Approaches to Citizenship Education	Boston
	13-14	Time Management to Reduce Stress	New York
	17-18	Instructional Supervision	Santa Barbara
December	3-4	Approaches for Improving High Schools	Chicago
	8-9	Motivating Teachers	Las Vegas
	11-12	Teacher Evaluation	Dallas
January	12-13	Management of Curriculum	Phoenix
	15-16	Time Management/Human Potential	Phoenix
	19-20	Classroom Management	Houston
	22-23	Curriculum Evaluation	Sarasota
February	9-10	Teaching Strategies	Anaheim
	9-10	Leadership Styles	Birmingham
	11-12	Leadership Styles	Atlanta
March	5-6	Time Management	St. Louis
	5-6	Clinical Supervision	St. Louis
	5-6	School Climate	St. Louis
	5-6	Middle Schools	St. Louis
	27-28	Leadership Styles	Washington
April	6-7	Teacher Evaluation	New York
	9-10	Teacher Evaluation	Chicago
	10-11	Public Confidence in Education	Nashville

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May	1-2	Discipline	San Francisco
	11-12	Gifted/Talented	Reno
	14-15	Effective Instruction	Atlantic City
	18-19	Staff Development	New Orleans
June	5-6	Leadership Styles	Portland
	11-12	Curriculum Evaluation	Colorado Springs
	15-16	Middle Schools	Seattle
	29 & 30	Leadership Styles	Norfolk/Va. Beach
	29 & 30	Learning/Teaching Styles	Norfolk/Va. Beach
	29 & 30	Instructional Supervision	Norfolk/Va. Beach
	29 & 30	Gifted/Talented	Norfolk/Va. Beach
	29 & 30	Middle Schools	Norfolk/Va. Beach
	29 & 30	Classroom Management	Norfolk/Va. Beach
July	9-10	Multicultural Education	New York
	20-23	Leader Behavior/Supervision	Hilton Head
	27-30	Curriculum Development	San Francisco
August	3-6	Instructional Improvement	Boston
	10-11	Staff Development	Cincinnati

Registration Fees

_____ 2-day Programs @ $110 ASCD member/$140 nonmember $_____

_____ 4-day Programs @ $210 ASCD member/$240 nonmember $_____

Team Registration of 3 or more persons registering together (attach list of additional names):

_____ 2-day Programs @ $80 ASCD member/$105 nonmember $_____

_____ 4-day Programs @ $160 ASCD member/$180 nonmember $_____

Detach completed form and mail to:
Jo Jones, Institute Manager
Association for Supervision and Curriculum Development
225 N. Washington St.
Alexandria, Virginia 22314

Name _____

Position Title _____

Institution _____

Address _____

City, State, Zip _____

Telephone _____

ATTACHMENT E

ASCD LEADERSHIP FOUNDATION

The purpose of the foundation is to stimulate professional activity for the improvement of curriculum and instruction beyond those developmental activities normally funded by the association. The foundation will solicit gifts and grants to further enhance the purposes of ASCD. The focus of foundation expenditures will be in the following three areas:

Responding to member needs in the areas of:	Through professional activities and projects such as awards for research and scholarships (illustrative activities follow).
I. Professional Development	• stimulating curriculum theory development and research; • studies on the effectiveness of various curriculum development or supervisory approaches, demonstrating the effectiveness of instructional services; • stimulating research and providing training opportunities in leadership and supervision skills.
II. Social Issues Impacting on Schooling	• relationship of issues such as energy, population, environment and international studies to the curriculum; • exploration of emerging issues such as genetic engineering and futurism;

- dealing with sexism, racism, stereotyping, cultural pluralism, etc.

III. Improving Curriculum Balance

- promoting arts education and creativity in children and youth;
- interdisciplinary projects;
- supporting efforts in humanistic education;
- monitoring stresses on the curriculum which create imbalance.

POTENTIAL FUND RAISING SOURCES

1. Initial solicitation from ASCD members. (Caution against high pressure tactics at state level.)
2. Retired member contributions.
3. Significant donors.
4. Memorials and bequests.
5. Distinguished lecturers contributing his or her fees for speaking (fee sent to foundation).
6. Outside foundation support (philanthropic organizations).
7. Fund raising publications - sold with proceeds to go to the foundation.
8. Individual sponsorship of awards or scholarships for particular (designated) curriculum and instruction activities - Van Til dissented on this kind of policy.
9. Wealthy lay people with same ideals as ASCD.
10. Programs made possible through outside contributions by private companies (e.g. 3M, Xerox).

It was suggested that there might be a dinner or social function honoring certain donors and that the names of contributors might be listed in the conference program or a brochure.

SUGGESTED FUND RAISING APPROACHES

1. Identify a chairperson at the state level in charge of soliciting donations from national members.
2. Mass mailing and/or insert solicitation form to ASCD members (not at time of renewal notices).
3. Arranging meeting during the conference of some 100 "influentials" to seek help in writing personal letters to others - cross checking of such lists to avoid duplicate contacts.
4. Personal contacts by officers and staff.
5. Early commitments from Board of Directors, Executive Council, etc.

FOUNDATION GOVERNANCE

A Board of Trustees shall be established for the foundation that shall consist of (1) seven regular trustees who shall meet once in the fall and during the Annual Conference, and (2) 25 honorary trustees who shall meet with the regular trustees during the Annual Conference. It shall be the purpose of the Board of Trustees to make policy recommendations to the Board of Directors and to monitor foundation policy, and to make decisions on awards and other utilization of funds for helping attain the foundation's purposes.

The regular Board of Trustees shall be nominated by a nominating committee and selected annually by the Board of Directors at the Annual Conference starting in March, 1981. The honorary members of the Board of Trustees shall be selected in the same manner starting in March, 1982.

SUGGESTED TIMETABLE

1.	March, 1980	• Foundation authorized by Board of Directors and Executive Council.
2.	June, 1980	• Foundation Committee met in Alexandria to draft plans.
		• Executive Council reviewed and authorized submitting proposed plan to Board of Directors for reactions and suggestions.
3.	August, 1980	• Send Board of Directors completed proposed plan with form for responding to it - modify according to suggestions received.
4.	October, 1980	• Executive Council authorizes completed plan to be submitted to Board of Directors at Annual Conference.
5.	March, 1981	• Present to Board for discussion (first session).
		• Invite group of approximately 100 persons (past presidents, Board and Council members, etc.) to discuss foundation purposes and priorities.
		• Request Board of Directors to authorize final plan and distribute pledge/contribution cards.
6.	April, 1981	• Begin campaign among sources indicated.

ATTACHMENT F

ANNUAL ASCD DISSERTATION AWARDS

Beginning in 1981, ASCD will annually present two "Outstanding Dissertation" awards. One award will be made in curriculum; the other in supervision/leadership behavior for instructional improvement. Winners will be selected on the basis of advancing knowledge and understanding in, and worthy contribution to the respective fields. The award will consist of (1) expenses toward their trip to the ASCD Annual Conference at which they will report their dissertation findings in a special "Outstanding Dissertation" session, and (2) publication of an article on their dissertation in EDUCATIONAL LEADERSHIP. The runner-up in each category will also be given a citation at the Annual Awards Banquet and a year's complimentary membership to ASCD.

COMPETITION RULES

Any graduate student in a regionally accredited higher education institution may apply. Applicants need not be members of ASCD, but must have completed their dissertation by September 1 prior to the Annual Conference. Application dates are September 1 - November 1. A 300-word abstract is to be submitted to the Executive Director, ASCD, and finalists will be asked to submit a copy of the full dissertation before final selections are made.

Recommendations for winner and runner-up in each category will be made by respective three-member panels. The judging process will be developed by the ASCD Associate Director for Program Development and according to these criteria:

1. Any legitimate research approach is acceptable (historical, survey, experimental).

2. Statistical treatment of data to accept or reject theory-based hypotheses is encouraged.

3. Studies leading to a better understanding of the processes and effects of curriculum development and supervision/leadership behavior for improved instruction are encouraged.

4. Results generalizable to larger populations are encouraged.

Panel members will be selected by the ASCD President and approved by the Executive Council in October. Each three-member panel will consist of a (1) practitioner, and (2) university professor within respective categories, and (3) a research methodology specialist.

The award brochure will be sent to all members of the professors of curriculum and professors of supervision groups in July, and notice of the availability of the dissertation awards will annually appear in the September News Exchange.

Winners will be notified by February 1.

ATTACHMENT G

The Curriculum Committee of 75

Composition:

1. 50 states - 1 representative from each State Department of Education (Person most responsible for curriculum development)
2. 50 people from public and private schools, colleges and universities

Qualifications:

People responsible for curriculum development for the educational institution they are representing

Leadership:

2 people from category 1
2 people from category 2
1 person from ASCD leadership

Purpose:

1. To bring together those individuals most involved and responsible for curriculum development and evaluation at their educational institution for the following purposes:

   1. To design processes of curriculum development appropriate for a variety of settings
   2. To examine a variety of curriculum trends and issues
   3. To form a network of educational curriculum leaders for the sharing of ideas, research findings, and experimental curricular, and curriculum products
   4. To work together for a three-year period in order to provide communication among a "job-alike-group" of people
   5. To identify human and material resources to support and enhance curriculum efforts

Time Line for Participants

1st year ---	St. Louis	(6 hrs.)
2nd year ---	Anaheim	(6 hrs.)
3rd year ---	Houston	(6 hrs.)

Leadership Group Responsibilites

1. Decide on focus, content, and resource persons for first year
2. Assist participants in identifying specific needs or areas of concern
3. Assume responsibility for developing long-range plan or format to provide for needs as identified by participants
4. Set up network to stimulate communication between participants and resource people over a three-year period of time. (i.e. subject area people in a variety of professional organizations and national councils)

Methods of Notifying Members & Selecting Participants

1. Send information to all ASCD members in News Bulletin (with interest clip to be returned to ASCD)
2. Send information to all State Departments of Education ~~(as identified with doctoral programs in Curriculum and Instruction)~~ (will select 50) or one from each SDOE)
3. Send information to Higher Education Institutions (with Curriculum and Instruction Doctoral Programs) with interest clip to be returned to ASCD
4. Committee of Executive Council members will screen all applications and make final selections

Time Table

September:	Information go out in September News Bulletin Information go out to State Departments Information go out to Higher Education
Oct. 20:	All applications for committee should be returned
Nov. 1:	Committee from Executive Council to meet to make selections and notify all who applied
Nov. 1:	Leadership Committee appointed and notified

Application Form For ASCD Curriculum Committee of 75

Name _____

Title _____

Business Address _____

_____

_____

Business Telephone No. _____

Home Address _____

_____

_____

Home Telephone No. _____

Brief description of your current responsibilities as they relate to curriculum development.

Brief statement regarding why you are interested in making a three-year commitment to this Committee.

What special resources or talents could you contribute to this committee?

What specific needs do you have in fulfilling your employment responsibilites with which this committee could assist you?

Please sign below indicating your commitment to a three-year period of involvement with the ASCD Curriculum Committee of 100.

Please attach a letter of recommendation from your department or institution head indicating an endorsement of you and supporting your three-year commitment.

Return to ASCD by October 15, 1980.

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ATTACHMENT H

1980 EXECUTIVE DIRECTOR'S MANAGEMENT GOALS

1. Accomplish sale of the Reston property and begin to restore a reserve fund in the FY 81 budget.

2. Sustain at 1980 level the number of participants in the NCSI program and sustain the number of national members as of summer, 1980.

3. Design and implement a multiple institute program on one site as a "fail safe" plan for resuming the idea of a summer HRD conference.

4. Make particular effort to ascertain program directions suggested by female and minority interests and concerns.

5. Promulgate international education component of long range plan by establishing a unit in Western Europe of DOD schools, private American, and host nation educators.

ATTACHMENT I

Statement on National High School Athletic Championships

The Consortium of Educational Leaders supports the participation of students in interscholastic athletics within their own local conferences and at the state level where authorized. The Consortium considers this involvement in athletics and in other student activities as beneficial to the growth and development of secondary school students. It constitutes an important dimension of the total educational experience.

The Consortium, however, opposes vigorously the establishment of any national athletic championship program for students enrolled in secondary schools. This position is held for these reasons:

(1) National championships would provide an overemphasis upon athletics at this age level. Inter-district and state championships afford to athletes a high level of competition while not interfering with the sound concept of providing a well-rounded academic, athletic, and cultural experience for students.

(2) National championships would require that students miss a significant amount of class time to train for and participate in the scheduled games. Many of these students are not sufficiently proficient in school to afford to miss additional days for national contests. Some, in fact, could benefit from supplemental work in reading, writing, or mathematics to carry them beyond their active athletic years.

(3) High school students are at an impressionable age and often are unable to handle adequately the publicity attendant to state-level competition. This problem would be compounded by national championships and would only further distort their perspective and their basic values.

(4) An over-involvement with athletics interferes with the operation of schools for the majority of students. It is unfortunate, but true, that when athletics become too important, then classes are cancelled for rallies, special arrangements have to be made for athletes missing their work, a "privileged class" develops in the student body, and the basic values of the school become masked by the momentary glamour of it all.

(5) It is quite possible that commercial programs will develop to exploit athletes selected for any national athletic championship program. The Consortium has no objection to the selection of students for recognition by commercial interests, but it would object strongly to an actual sponsorship of national high school athletic contests by commercial firms.

Athletics are an important part of the lives of many students and adults. It is important, however, that a proper perspective be maintained so that promotional endeavors do not harm the many benefits which accrue to persons who participate in athletic activities.