ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

March 5 and 10, 1981
St. Louis, Missouri
Frontier Room
Stouffer's Riverfront Towers
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Frontier Room-Meeting Level

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Minutes of the Meeting of the Executive Council

St. Louis, Missouri
March 5 and 10, 1981

Stouffer's Riverfront Towers
Frontier Room - Meeting Level

Presiding: Barbara Day, President

* * *

The Executive Council convened in the Frontier Room of Stouffer's Riverfront Towers, St. Louis, Missouri, at 9:15 a.m. on Thursday, March 5, 1981, with the following present:

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

Also attending were:

Gordon Cawelti, Executive Director ASCD; Ron Brandt, Executive Editor; John Bralove, Business Manager; Ruth Long and Roosevelt Ratliff, Associate Directors; Kathy Schaub, Assistant Director; Anita Fitzpatrick, Recorder; and O. L. Davis, who will assume office as President-Elect at the close of this conference.

President's Remarks

President Day welcomed the Executive Council and ASCD staff members to the St. Louis conference. She reviewed her activities as president over the past year and personally thanked each staff member for his or her assistance during her year of office.
President Day then reported that conference pre-registration was approximately 2,500, which is considerably less than was projected in the budget. She described briefly the new, shorter format of the conference, its content, and discussed some new areas of association interest, which include establishment of a Leadership Foundation, the three-year ASCD Curriculum Committee, and the Dissertation Awards in curriculum and instruction and in leadership.

Approval of Previous Minutes

Mr. Taylor MOVED and Mr. Hendee SECONDED approval of the minutes of the October Executive Council meeting. MOTION CARRIED.

Review of the Sale of the Reston Property

Mr. Cawelti reviewed the history of ASCD ownership of the Reston property and the events leading up to its sale to Future Home-makers of America (refer to Attachment A of the attachments mailed prior to the meeting). This sale netted ASCD $166,308.00, and Mr. Taylor commended Mr. Cawelti and the ASCD staff for their efforts in initiating and executing this important transaction.

Review of FY '80 Financial Report

Mr. Cawelti pointed out the deficit in the FY '80 Financial Report, (pages 1-13 of the Annual Report), due in part to the auditor's method of subtracting depreciation, and because two yearbooks had not been included in this budget. He stated that a primary goal this year is to rebuild a reserve fund, which is especially necessary because of the shortfall created by situations such as low attendance at the St. Louis conference.

Ms. Jordan questioned funds budgeted for inactive programs set up several years ago and subsequently never used. It was felt that these programs should be written out of the budget since there is no intention to pursue them, and Mr. Cawelti said he would consult with the auditor on how to accomplish this.

Mr. Cawelti reviewed briefly the fiscal health of the association, stating that with the help of two loans now paid off, and the sale of the Reston property, ASCD's cash flow problem has been eradicated, and the operating costs are under control. He cautioned, however, that ASCD is faced with the same problems everyone else is: inflation; increased costs for travel; and costs of services provided.

Ms. Brownlee MOVED and Ms. Jordan SECONDED authorization of transmittal of the auditor's
report to the Board of Directors. MOTION CARRIED.

Mr. Taylor MOVED and Ms. Boudreaux SECONDED the recommendation to continue with Singleton and Ribis as auditors for FY '81 and transmittal of this recommendation to the Board of Directors. MOTION CARRIED.

Mr. Cawelti discussed the execution of the FY '81 budget (pages 14-18 of the Annual Report) and pointed out that the major problem with it thus far was low conference registration in St. Louis and a lower number of exhibitors. Discussion ensued about possible causes for this and it was pointed out that this is a problem with most major associations this year. Mr. Cawelti said that while many variables were involved, the attractiveness of the conference site was perhaps the most important factor determining attendance level. He said that it was expected that there would be some additional revenues beyond the level forecast that would help make attainment of the $100,000 reserve fund possible in the current year, but that this would not be determined until August.

Dues Increase/Non-Member Registration Increase Discussed

Mr. Cawelti said that costs were continuing to accelerate because of the 12½% inflation figure during the past year. Since there are no new major additional revenues anticipated, it would be necessary to seek a dues increase for FY '82. The major increases in costs include publication expenses, travel, hotel and meal expenses, and other operating expense increases.

Mr. Hendee MOVED and Ms. Solem SECONDED transmittal of the $4 dues increase recommendation to the Board of Directors. MOTION CARRIED.

Ms. Boudreaux MOVED and Mr. Finkel SECONDED transmittal of the recommendation to increase non-member conference registration from $60 to $65 to the Board of Directors. MOTION CARRIED.

Transmittal of FY '82 Preliminary Budget to Board of Directors

Mr. Hendee MOVED and Mr. Finkel SECONDED the transmittal of the FY '82 budget to the Board of Directors for consideration. MOTION CARRIED.
Publications Program Report

Mr. Brandt reviewed the information presented in the Annual Report (pages 19-29) concerning publications. He said first drafts of chapters for the 1983 yearbook, *A Handbook on Curriculum Development*, were uneven and that most were probably not suitable for the kind of handbook originally proposed. He added, however, that all chapters were to be thoroughly reviewed at an all-day meeting to be held in St. Louis, after which the authors would prepare new drafts. Ms. Jordan said she felt the handbook idea should be pursued since it was needed in the curriculum field and this was echoed by others.

Mr. Brandt then discussed an analysis made of the authors and topics which appeared in *Educational Leadership* during the last year and council members commended him for taking the time to prepare this analysis.

Report on Program Development Activities

Ms. Long reported on the Program Development activities (pages 30-34 of the Annual Report) underway during the current year. She said that some 200 requests for applications had already been received from high schools interested in applying for the network of schools studying general education in their communities. She said that the annual conference had attempted to be responsive to the concerns of the women's equity project and that an NCSI would be held this spring on the topic in New York City.

President Day said there had been a good response to the three-year ASCD Curriculum Committee which will consider the task of interpreting curriculum theory into practice.

Ms. Long reported that the average attendance at NCSIs during the past year had fallen somewhat, but that the average ratings had gone up. She also reported on the new Outstanding Consultant Awards which will be presented to the three consultants receiving the highest rating by participants of three or more institutes. The three award winners this past year were Richard Manatt (Iowa State University) for Teacher Performance Evaluation, Fenwick English (Peat, Marwick and Mitchell) for Curriculum Mapping, and Gordon Cawelti (ASCD Executive Director) for Leadership Styles. These consultants will be recognized at the Second General Session and will be awarded $100. Mr. Cawelti said he would donate his award to ASCD for the purchase of a piece of art for the headquarters office.

President Day said that the Board of Directors would afford a setting for those who wish to discuss the NCSI topics in more
detail this year and Ms. Long reported that all board members would be surveyed for possible new topics and sites. It was suggested that President Day name two persons to work with Ms. Long in establishing the final schedule after input from the Board of Directors.

It was MOVED by Mr. Finkel and SECONDED by Ms. Jordan that President Day name two persons for this purpose. MOTION CARRIED.

President Day then appointed Mr. Finkel and Mr. Ebersole.

**Liaison With Evaluation Standards Project**

Mr. Cawelti said a request had been received from Dan Stufflebeam to have ASCD continue its participation in the publication *Standards for Evaluation of Educational Programs, Projects and Materials*. A letter had been received from Phil Hosford, who has served as the ASCD representative on this project, urging that ASCD continue to participate.

It was MOVED by Mr. Stodghill and SECONDED by Mr. Hendee that Phil Hosford be appointed to continue as ASCD's liaison person with this project. MOTION CARRIED.

**National Coalition for Democracy in Education**

Mr. Cawelti said that council members had been asked to approve affiliation with the National Coalition for Democracy in Education (see Attachment D in attachments mailed prior to the meeting) which has been organized by Howard Kirschenbaum and others to combat censorship in the schools and help preserve humanistic education. He said that there was only one dissenting vote and that approval had been communicated to Mr. Kirschenbaum.

**Urban Curriculum Leaders Request for More Leadership in Urban Education**

Mr. Cawelti reported on a request by the Urban Curriculum Leaders at their Chicago meeting last December to attempt to provide more research information on education in the cities. He said that a meeting would be held with the Council of Great Cities and the Educational Research Service to see if there are some useful ways to collaborate in this area.
Research Information Service (RIS) Report

Ms. Schaub reviewed page 39 of the Annual Report, which outlined the four areas of RIS activity over the past eleven months: (1) Research Syntheses in Educational Leadership; (2) Curriculum Updates with Update; (3) Learning from Research column in Update; and (4) Answering individual inquiries by letter and phone.

She then presented the 1981-82 topics and said that RIS has responded to approximately 300 inquiries. She noted that no patterns of specific interest have yet emerged.

Follow up on 1980 Resolutions

Mr. Cawelti reviewed actions taken since the last conference in response to resolutions passed at the 1980 Atlanta conference. President Day pointed out the substantial effort made in the area of balanced education and Ms. Hughes said it was the most comprehensive list of actions that she had seen. Mr. Hendee suggested that this information be provided as people enter the Business Meeting to consider resolutions each year and Mr. Cawelti said that this would be done here in St. Louis.

Tuition Tax Credit Resolution Considered

Mr. Cawelti pointed out that a resolution opposing tuition tax credits appeared on the list prepared by the Resolutions Committee chaired by Frances Hunkins. He said that most organizations, with the exception of private ones, in Washington opposed it but he hoped that it would be thoroughly considered and discussed in the Business Meeting here at the conference. Mr. Cawelti said it would probably pass easily at the meeting and this would mean testifying in opposition to it at Congressional hearings and perhaps joining a coalition of organizations opposing it in Washington, D.C. It was pointed out that this would probably result in more poor children attending public schools while the more affluent would have better opportunity to obtain private education. Ms. Jordan said she felt that if tuition tax credits passed, it would have a very harmful effect on public education in America.

Doctoral Dissertation Awards Established

Ms. Long reported on the awards to be given this year for the best dissertations in the areas of curriculum and supervision (see Attachment H of attachments mailed prior to the meeting) and she discussed the review panels of university persons and practitioners who had judged the merit of all those applying. The best curriculum dissertation this year was by Marie Carbo of St. John's University, and the best supervision dissertation was by Cheryl Sullivan of Emory University.
Review Council Report/Report of Committee
to Clarify Role of the Review Council

President Day discussed briefly the Review Council report and the report of the Committee to Clarify the Role of the Review Council. She said that it would be desirable to appoint a Constitutional Review Committee to deal with existing changes needed in the constitution, as well as the suggestions made in these two reports.

It was MOVED by Ms. Solem and SECONDED by Ms. Boudreaux that President Day appoint a committee to study these reports and make recommendations for constitutional change. MOTION CARRIED.

Governance Structure Discussed

Mr. Cawelti discussed the requirement in the long-range plan to study the effectiveness of the existing governance structure. He presented a brief outline of an alternative way to organize the board into divisions or commissions, and this was scheduled for discussion at the Board of Directors meeting to be held the following day. The purpose of the plan is to broaden participation and deal with the many specialized areas of interest within the association. Ms. Jordan said that, in effect, the board operates more as a delegate assembly than a policy-making body, and Mr. Mendee said that it was very difficult for the board to function in a true policy-making role because of its size and infrequent meetings.

It was suggested that the Board of Directors would be better able to do its job if the agenda were sent out one month prior to the annual conference and it was agreed that this would be done next year even though some information, particularly budget data, would not be ready that early.

Review Council Report Received

It was MOVED by Ms. Hughes and SECONDED by Mr. Finkel that the Executive Council receive the Review Council report. MOTION CARRIED.
Affiliate Unit Report

Mr. Ratliff discussed in detail the affiliate unit report (pages 47-52 of the Annual Report) and reported on the interest expressed by the Virgin Islands (St. Thomas, St. John and St. Croix) in ASCD affiliation. He indicated further that this is the result of President Day's meeting with representatives from St. Thomas and St. John last winter to plan affiliation. At that time she suggested that St. Croix should be included, thereby making this a Virgin Islands affiliate. It was noted that Virgin Islands representatives were attending the conference with a proposed constitution, membership list, and details of their activities over the past year.

Mr. Finkel MOVED and Mr. Taylor SECONDED that the Executive Council authorize President Day and Mr. Ratliff to examine these materials and use their judgment in deciding to recommend approval for affiliation at the Business Meeting of the association to be held at this conference. MOTION CARRIED.

President Day said that a group of educators from Ontario had also expressed interest in ASCD affiliation, and that she had investigated this possibility. Mr. Hendee had suggested last year that ASCD pursue this and she stated she had done so in response to his suggestion. She said that care should be exercised not to create problems or conflict with the existing educational organization in Canada with similar interests.

Mr. Ratliff presented a letter reporting on a survey taken in Ontario which documented the interest and support for this idea. President Day said she had also spoken with Donald D. Mullin, Superintendent of Schools for Ontario, who had initiated the possibility of affiliating an Ontario group of educators with ASCD, and that he said affiliation would not conflict with existing similar groups. President Day also reported that she had spoken with Naomi Hersom of the Canadian Society for the Study of Education regarding the interest expressed in Canada.

Mr. Davis expressed his concern that efforts in response to the Ontario group's expression of interest might be interpreted as active competition with existing educational groups there, but the council felt that ASCD should continue to respond to unsolicited expressions of interest. No formal recommendation was made at this point on the matter of affiliating with the Ontario group.
Mr. Ratliff then discussed in detail the services offered to affiliate units by national ASCD, and distributed a proposed survey which was designed to assess the interests and concerns of ethnic minority members for future direction of ASCD.

Establishment of ASCD Leadership Foundation

President Day reported that a survey of the Board of Directors had been conducted to determine their reaction to the report of the Leadership Foundation Committee, and that the board would need to take final action establishing the Board of Trustees and the purposes of the foundation. Mr. Cawelti said one of the major issues raised in the survey was whether or not separate governance should be established for the foundation. He also said that he and Mr. Bralove were recommending in its first year that the foundation not be established as a separate corporation since the ASCD tax status permits it to receive gifts just as a foundation would. Mr. Cawelti then said that the trustees may want to make a recommendation to establish a separate organization, but that it could start this first year as a special account in ASCD with none of the funds received to be used for operations. He said that if the trustees were to be elected at this meeting that such a group could receive the reactions of the board to the purpose statements and begin to set the policies which will govern the foundation. They will also need to decide on the particular issue of whether or not funds can be earmarked or designated for specific purposes vs. a plan of giving to a general fund with expenditures to be decided by the trustees. Mr. Davis said that it was important that the trustees have independence but that they should work in close cooperation with the Board of Directors and Executive Council. He went on to say that it was also important that they keep in mind the goals of the association, and that this might be more easily accomplished by having someone from the Executive Council serve on the Board of Trustees.

It was MOVED by Mr. Finkel and SECONDED by Mr. Taylor to recommend the three major goals formulated for the Leadership Foundation to the Board of Directors for discussion and approval. MOTION CARRIED.

(See Attachment J of the attachments mailed to the Executive Council members prior to the conference.)
Mr. Cawelti pointed out that it would probably be necessary to have one part-time person to help give support to the trustees and that these initial expenses of fundraising would need to come out of the ASCD budget.

President Day said that nominations for the Board of Trustees should come from a committee selected at the board meeting, and that elections would be held at the end of the board meeting on Friday.

It was MOVED by Mr. Finkel and SECONDED by Mr. Hendee that the governance should exist as stated with the addition of the immediate past-president serving as a regular member of the Leadership Foundation, and the Executive Director serving as an ex officio member. MOTION CARRIED.

Approval of Lancaster Study Council Contract

Mr. Cawelti reported on a proposal submitted to a study council of superintendents in Pennsylvania (see Attachment L of attachments mailed prior to meeting). The $20,000 contract calls for a series of five modified professional development NCSI programs to be presented in the next year, and one four- or five-day workshop. This contract will result in a $7,000 residual for ASCD personnel involvement.

It was MOVED by Mr. Finkel and SECONDED by Ms. Boudreaux to accept the contract as proposed. MOTION CARRIED.

Preview of 1982 Annual Conference

Ms. Jordan reported on tentative planning for the 1982 Annual Conference to be held in Anaheim, California, and she said this information would be shared with the Conference Planning Committee in Omaha in May. She said that she wanted to stress the development of leadership capability among members and help prepare them for the new century. The wording for themes along these lines is being considered and she suggested the tentative theme, "Leadership in Educating for a New Century." Ms. Jordan said she was also attempting to provide continuity with the themes expressed by Mr. Ebersole and President Day during the past two years, and that she would like to plan a pre-conference similar to the Asilomar conference of several years ago which led to the establishment of WCCI (World Council for Curriculum
and Instruction).

A question was raised as to why Anaheim had been selected for the West Coast site instead of San Francisco and Mr. Cawelti explained that since ASCD had just been to San Francisco and the cost to the association and the membership was considerably higher there, Anaheim was selected by the Executive Council. The council requested Mr. Cawelti to have the staff investigate the feasibility of changing the site to San Francisco from Anaheim in the interest of increasing attendance at the 1982 conference because it was felt that although it was more expensive, the membership would be willing to spend more for a more pleasing site. Mr. Cawelti said he would look into this and report back to the council as soon as possible.

The Executive Council meeting adjourned at 5:00 on Thursday, March 5, and reconvened at 3:15 p.m. on Tuesday, March 10, with President-Elect O. L. Davis and new members Stuart Rankin and Art Costa present. Ms. Houston and Mr. Robinson, who had been unable to attend the first meeting, were also present. The meeting was chaired by Lucille Jordan, who assumed office as president.

Future Executive Council Meeting Dates

Future Executive Council meeting dates were considered and the following schedule discussed for June:

- Saturday, June 13 - 9:00 a.m. - 5:00 p.m.
- Sunday, June 14 - 9:00 a.m. - 5:00 p.m.
- Monday, June 15 - 9:00 a.m. - 3:00 p.m.

Those members wishing to participate in the tour of Baltimore hosted by Mr. Ebersole should plan to arrive by 1:00 p.m. on Friday, June 13, flying directly into Baltimore-Washington International Airport. (NOTE: This plan has subsequently been changed to have council members fly into Washington National Airport and be ready to be transported by automobile to Baltimore, leaving the Ramada Inn, Alexandria, Virginia, at 2:00 p.m. on Saturday, June 13. The revised schedule is:

- Sunday, June 14 - 9:00 a.m. - 5:00 p.m.
- Monday, June 15 - 9:00 a.m. - 3:00 p.m.)

October dates for the meeting in Alexandria were scheduled as follows:

- Thursday, October 15 - 2:00 p.m. - 5:00 p.m.
- Friday, October 16 - 9:00 a.m. - 5:00 p.m.
- Saturday, October 17 - 9:00 a.m. - noon
Mr. Hendee MOVED and Mr. Taylor SECONDED approval of the proposed June and October meeting dates of the Executive Council. MOTION CARRIED.

Followup on 1981 Resolutions

No action was necessary on the resolutions since all were passed except the proposed resolution on bi-lingual education, which was referred back to the Resolutions Committee. The resolutions that were passed will be published in a post-conference issue of the ASCD Update.

1981-82 EDUCATIONAL LEADERSHIP Themes Approved

Mr. Brandt requested approval of the 1981-82 Educational Leadership themes (page 19 of the Annual Report) and

Mr. Hendee MOVED and Mr. Taylor SECONDED approval of the 1981-82 Educational Leadership themes as presented. MOTION CARRIED.

Mr. Brandt then asked Executive Council members to encourage their colleagues to contact him or submit manuscripts for consideration for publication in future issues.

Conference Review

Ms. Arlington reported that preliminary evaluation of the conference indicates that the St. Louis conference appeared to be one of the best, if not the best, national conference ASCD has had. President Day expressed appreciation to Ms. Arlington and to the ASCD staff for their outstanding efforts at the St. Louis conference.

There was some discussion about the conference and it was suggested that the practice of draping off sections of seats at General Sessions to encourage down-front seating be continued. It was also suggested that floor microphones be placed randomly at General Sessions, Assemblies and Master Lectures to encourage audience participation.

It was requested that the Conference Planning Committee give very thoughtful consideration to the purpose of the General Sessions. Mr. Hendee felt that the Opening General Session was very well presented and received, but that the Second and Fourth General Sessions were too research oriented and appealed to a limited portion of the membership. Mr. Rankin indicated that he felt that President Day's session was "a masterful one." He said he also thought that the other two General Sessions
were well-received.

**Conference Planning Committee Replacements Named**

The Executive Council reviewed recommendations made to replace two persons on the Conference Planning Committee, and

Mr. Taylor MOVED and Mr. Robinson SECONDED approval of Dr. Herman Howard, Fairfax County Schools, Alexandria, Virginia, and Ms. Doris Prince, Santa Clara County Schools, San Jose, California, as replacements for Dudley Flood and Arthur Costa. MOTION CARRIED.

**Consideration of Moving 1982 Conference Site**

Mr. Cawelti reported that the staff had attempted to make contact with the appropriate persons in San Francisco to check availability for the 1982 conference in the event it was decided to move from Anaheim. San Francisco had not yet responded and upon further discussion of the commitments long made to the hotels and city of Anaheim, the Executive Council requested that this not be pursued.

Mr. Hendee MOVED and Ms. Brownlee SECONDED that ASCD not pursue reconsideration of the California site. MOTION CARRIED.

**Policy of Non-Campaigning by Candidates**

It was requested that candidates for ASCD office be sent copies of the existing policy regarding what can and cannot be done in terms of active campaigning.

**Agenda Items for June**

Ms. Jordan mentioned briefly several items to be considered for discussion at the June meeting of the Executive Council meeting:

1. Request from the Review Council to have a meeting in addition to the one held at the annual conference;
2. Procedures for implementing the policies of ASCD;
3. Request for more comprehensive reporting of the budget in accordance with the discussion at the Business Meeting, including recommendation to print the budget in *Educational Leadership* or some other publication;
4. Constitutional Study Committee recommendations for more participatory action in the Board of Directors meeting.

Ms. Solem requested that an additional item be added, that of giving thought to more recognition to past presidents.

There being no further business, the Executive Council meeting adjourned at 4:30 on Tuesday, March 10, 1981.