ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

ASCD Headquarters
225 N. Washington Street
Alexandria, VA 22314

and

Old Town Holiday Inn
480 King Street
Alexandria, VA 22314

October 16 and 17, 1981
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Minutes of the Executive Council Meeting

Alexandria, Virginia
October 16 and 17, 1981

ASCD Headquarters and
Old Town Holiday Inn

Presiding: Lucille Jordan, President

The Executive Council convened in the Holiday Inn at 9:30 a.m.
on October 16, 1981, with the following members present:

Lucille Jordan, President; O. L. Davis, Jr., President-Elect; Barbara Day, Immediate Past President; Gwyn
Brownlee; Arthur Costa; Ray Hendee; Alice Houston;
Carolyn Hughes; Stuart Rankin; Phil Robinson; Maizie
Solem; Ronald Stodghill; and Bob Taylor.

Also attending were:

Gordon Cawelti, Executive Director; Ronald Brandt,
Executive Editor; John Bralove, Business Manager;
Ruth Long and Roosevelt Ratliff, Associate Directors;
Kathy Schaub, Assistant Director; Sarah Arlington,
Conference Program Coordinator; and Betsey Thomas,
Conference Facilities Coordinator.

Ronald Brandt recorded the minutes of the meeting.

Evaluation Committee

Barbara Day reported that the Evaluation Committee had reviewed
the Executive Director's travel schedule and considered it con-
sistent with the purposes of the Association.

Constitution Review

Bob Hanes, Chairperson of the Constitution Review Committee, dis-
tributed a proposed revision of the ASCD Constitution and Bylaws,
along with an alternative version and related materials (attach-
ment A). The major changes called for would be to revise the
statement of purpose (Article II), change the policy-making Board
of Trustees into a Representative Council, shift policy-making
and governance to the Executive Council, and reformulate the role
of the Review Council in one of several ways. Stu Rankin said
some of the proposed duties of the Representative Council (budget,
employment of the Executive Director, and custodian of property)
were not in keeping with that group's new role. Bob Hanes replied
that the intent was to keep involvement in these important issues but to concentrate real governance in the hands of the Executive Council. Ron Stodghill, Barbara Day, O. L. Davis and others asked whether words such as "adopt," employ," and "direct" were consistent with an advisory role. Phil Robinson said the committee had considered the matter, but wanted members of the Representative Council to feel they were full participants in major decisions. Barbara Day suggested consideration of ways for proposed international affiliates in Canada and Western Europe to be represented on the Representative Council. Gordon Cavelti agreed it would be inconsistent to encourage formation of new affiliates but to exclude them from representation. He suggested that any new international units be given a representative position on the board but not at the expense of the 200-member limitation. He said there would be only a very limited number of such units in the years ahead and this plan would not take away from the states' representation.

Lucille Jordan thanked Bob Hanes and his committee for their work. Further consideration of the revisions was postponed until the following day.

Reply to Review Council Report

A memo from the Executive Director to the Review Council responding to the Review Council report was accepted without comment.

Budget Review

John Bralove commented on the FY 1981 unaudited budget and projections for FY 1982 sent with the agenda. He called attention to points at which actual income and expenditures were different from those anticipated, and explained some of the reasons. The cash balance at the end of the year was about $45,000 which is to become part of a projected $300,000 reserve fund authorized earlier by the Executive Council.

Stu Rankin asked how prices for publications, institutes, videotapes and other items are determined. Mr. Bralove said factors considered are production costs, prices charged by competitors, and what seems reasonable. Mr. Cavelti added we depend heavily on marketing advice and that we seek diversification of sources of revenue.

Mr. Rankin also asked how staff salaries are determined. He said he wanted employees to feel they were appreciated and treated fairly. Mr. Cavelti replied that at present salary levels, ASCD has reduced turnover of clerical staff since moving out of Washington, DC, and that there are several applicants for job openings. At the professional level he said circumstances are changing because ASCD no longer employs primarily entry-level Ph.D's.
In answer to a question from Ron Stodghill, Mr. Bralove stated that projections indicated that at the end of fiscal year 1982, there would be a cumulative fund balance of approximately $140,000. He emphasized that this was dependent on meeting the budget for FY 1982 and that an income shortfall or over expenditure not anticipated in the budget could reduce this projection. Mr. Bralove further stated that at this time, ASCD's cash fund balance was $45,000.

Mr. Stodghill moved that the extra $45,000 be used to remunerate staff at a higher level. When informed that the figures were only projections and not firm, he withdrew the motion.

Annual Conference

Sarah Arlington and Betsey Thomas outlined plans for the Annual Conference in Anaheim March 20-23. Main speakers will be Willis Harman, Chester Finn, Harold Taylor and Michael Maccoby. The Executive Council will meet all day Thursday, March 18, and the Board of Directors will meet on Friday, March 19, preceding the conference. Registration will open at 7:30 a.m. on Saturday this year to try to avoid waiting lines.

American Airlines is organizing a clearinghouse for group rate fares to Anaheim to arrange for a ticket at ten percent discount. Members are to call 800 433-1790 (except in Texas, where the number is 800 792-1160) and ask for Star File No. 5403. Mr. Bralove will investigate the possibility of discount fares for a post-conference trip to Hawaii.

Unfortunately, the AERA Conference and the NASSP Conference are scheduled at the same time as ASCD this year. Mr. Cavelti offered to talk with Bill Russell of AERA about trying to avoid such conflicts in the future. Ms. Arlington said Bob Shockley is unable to be conference evaluator in 1982, but John Van Hoose has agreed to do it. After consideration of several nominations, the Executive Council appointed Don Harkness (Gordon Van Hoot, alternate) of New York and Leonard Valverde (Art Guiterrez, alternate) as new members of the Annual Conference Planning Committee.

Future Conference Sites

Ron Stodghill MOVED and Barbara Day SECONDED that San Francisco be the 1986 conference site. MOTION CARRIED.

Gordon Cavelti said it was important to begin selecting conference sites further in advance because bookings are often not available by the time ASCD inquires. He recommended that, assuming resolution of pending ERA legislation at the national level, the 1987 conference be held in New Orleans. O. L. Davis said he favors
New Orleans but he frequently hears that Chicago would attract a heavy registration. Stu Rankin said it would be against the spirit of the ERA Resolution to book either city at this time. (Neither Louisiana nor Illinois has ratified ERA.)

Ron Stodghill MOVED and Alice Houston SECONDED that the staff explore alternative sites in midwest states that have ratified ERA. MOTION DEFEATED.

Phil Robinson MOVED and O. L. Davis SECONDED that, assuming resolution of pending legislation at the national level, the 1987 conference be held in New Orleans. MOTION CARRIED.

Art Costa suggested that in the meantime the staff investigate other possible midwest sites just in case. Ron Stodghill suggested a notice in ASCD Update informing members of the New Orleans decision.

Membership Promotion

John Bralove explained the financial analysis he had prepared involving alternative assumptions about the amount of membership promotion. At their meeting in early October, the Membership Promotion Committee (Bob Sigmon, Dale Linebarger, and Milton Kimpson) considered use of direct mail as well as other forms of membership promotion. Their written report to the board (now being drafted) will state that the future welfare of ASCD depends on membership growth and will include the committee's conclusions on several related issues, such as that periodic small dues increases are preferable to large infrequent ones.

Other Business Matters

Mr. Bralove reported he is looking into a different staff health insurance plan that will include dental care. He also reported that ASCD has continued to carry three restricted accounts that have been inactive for ten years or more.

Stu Rankin MOVED and Phil Robinson SECONDED that the World Problems Project account and the World Affairs Project account be discontinued and any remaining balances be transferred for unrestricted use. MOTION CARRIED.

Mr. Cawelti requested authority to invest available association funds in an A. G. Edwards money market account.

Alice Houston MOVED and Ray Hendee SECONDED that the staff be given the authority to invest funds in a money market account. MOTION CARRIED.
**Budget Presentation to the Board of Directors**

Preceding the regular meeting, Executive Council members had met in subcommittees on various topics. Carolyn Hughes reported for her subcommittee, which was assigned to recommend improved procedures for presentation of budget information to the Board of Directors at the Annual Conference. The subcommittee's recommendations were that the budget presentation to the board be given by the Executive Director rather than the Business Manager; that a subcommittee of the Executive Council participate in developmental stages of budget preparation and review the proposed budget in advance of the presentation; that the budget be accompanied by a statement showing profit/loss ratio on specific program categories; and that staff members be prepared with background information to respond to probable questions. She also said the budget should have a coversheet explaining how the budget had been constructed, the procedural steps for its approval, an explanation of each of the major budget categories, a reminder of where the audited budget report of the previous year had been published, and a statement telling how members could get additional information.

Carolyn Hughes MOVED and Ray Hendee SECONDED that these recommendations be followed. MOTION CARRIED.

Ms. Hughes also said her subcommittee had reviewed information comparing salary levels of ASCD staff members to salaries of staff members in comparable positions in other associations.

**Executive Session**

In Executive Session Mr. Cawelti discussed the need to consider an early projection of salary levels for FY 1983 since preliminary budget figures will be presented to the board in Anaheim. There was discussion on the adequacy and competitiveness of salary levels in ASCD and a consensus was reached that a nine percent increase (based on satisfactory execution of the FY 1982 budget) would be appropriate for use in preliminary planning.

Also in Executive Session President Jordan reported that a unit affiliated newsletter published in Michigan was interpreted as electioneering. The material was apparently sent out to a number of members in state units.

Barbara Day MOVED and Bob Taylor SECONDED that a committee be established to set guidelines clarifying ASCD electioneering policies and that President Jordan write to Michigan ASCD and to the candidate informing them of the violation. MOTION CARRIED.
The Executive Session adjourned and the Executive Council resumed in open session.

Program Development

Barbara Day reported the following recommendations for future projects prepared by the Program Development subcommittee (see attachment B):

**Educational Technology:** The subcommittee's Proposal for Educational Technology called for a regional approach with team members from Texas and Oklahoma. Art Costa said the project might include consideration of the effects of computers on students. Stu Rankin and Ray Hendee said the project would not be able to do very much with $5,000 but might at least help identify what should be done. Mr. Cawelti said that the proposed videotape/ videodisc on technology might make a useful contribution by informing educators of the issues. O. L. Davis said the ASCD staff might expand upon available funds by organizing institutes, contacting manufacturers, and so on.

**Curriculum Theory:** The Curriculum Theory Project would provide for an additional meeting of an advisory group which met earlier in the year. Mr. Cawelti said some people define "theory" to include what others consider "philosophy."

**Censorship:** The Project on Censorship and the Curriculum would provide help to school districts by distributing sample policies and by supporting academic freedom in education. Mr. Cawelti said he agreed with the proposed project but felt that more would be needed in the future because organizations like Moral Majority ignore policies on material selection. Mr. Davis said ASCD should work with other organizations such as the Association of Biology Teachers on the issue of creationism.

**Secondary School General Education:** Mr. Cawelti said the Secondary School Network Project is primarily a self-help effort involving high schools engaged in redefining their general education programs. ASCD's investment results in much greater contributions from other agencies.

**Women's Leadership:** The Women's Leadership Project would be staffed by mostly new members except for Bernice Wolfson who chaired the group last year. Phil Robinson said he felt the change in direction was backing away from the central problem, which is sexual inequality in education. He said the previous project team had submitted recommendations for informing ASCD members on the issue. Mr. Rankin agreed saying we should not move away from an emphasis on curriculum and instruction. Gwyn Brownlee said the subcommittee had tried to narrow the charge in order to be more specific and take a positive rather than
negative approach. Mr. Ratliff said the issue should be equity. In a straw vote a majority of Executive Council members upheld the recommended charge. Several changes in membership of the project team were agreed upon, and the amount of the Women's Leadership Project increased from $4,000 to $5,000.

Barbara Day MOVED and Art Costa SECONDED that the Program Development recommendations be approved as amended. MOTION CARRIED.

Ms. Day and Ms. Brownlee said the subcommittee had discussed ways to attract additional funds to achieve program purposes. For example, the Texas elementary principals' group earned substantial revenue by sponsoring a series of workshops on discipline. Ms. Day said some university people apparently feel that our staff development contract programs interfere with their role as providers of local inservice, but ASCD is making an effort to involve local resource people as much as possible. Art Costa said NCSI's are primarily at the awareness level and district level staff development should be more continuous.

Research Information Service

Kathy Schaub commented on her written report listing topics of publications sponsored by the Research Information Service and other RIS activities.

Affiliated Units

Mr. Ratliff elaborated on his written report. A survey of affiliated units conducted in August showed that most units would not be able to pay costs of a second annual conference for unit presidents. In connection with a report on Southeastern Regional Affiliated Units, Mr. Ratliff said there may be a need for guidelines clarifying acceptable and unacceptable electioneering activities. Mr. Ratliff said the Virgin Islands unit is amending their constitution to conform to ASCD requirements, but a copy of the revised constitution sent to ASCD was apparently lost in the mail.

Mr. Ratliff also commented on results of a survey of a group of ethnic minority ASCD members. Returns were small, but the consensus among respondents was that ASCD and affiliated units should issue a statement reaffirming the association's commitment to equity in leadership and decision making. Program suggestions included involving more minorities in planning and staffing of NCSI's, establishing a centralized data bank of minority writers and speakers, and reestablishing the Multi-Cultural Education Commission. After discussion of the need to respond in a positive way, it was agreed that, with the assistance of a subcommittee of the Executive Council, the staff should prepare
specific recommendations in response to the survey.

Past Presidents

Maizie Solem presented a list (attachment C) of suggestions for honoring past presidents and association notables.

Mr. Stodghill MOVED and Mr. Costa SECONDED that the recommendations be given serious consideration. MOTION CARRIED.

President Jordan observed that ASCD bylaws currently prohibit awards to individuals and programs. Mr. Cawelti said that because several awards were presented at the 1981 conference the issue should be reconsidered and the bylaws amended if necessary.

Board of Directors Meeting

Ray Hendee made the following recommendations for conduct of the Board of Directors meeting in 1982 (see attachment D):

1. Each new member of the board should have the orientation booklet prepared several years ago;

2. Each affiliated unit should designate an individual (perhaps the past president) to ensure that the state’s delegation is complete and briefed;

3. Coffee and rolls might be provided for a meeting of new delegates at 8:00 a.m. at which time Executive Council members could be introduced;

4. The packet of materials sent to board members should be organized so as to identify key decisions, discussion items, and so on, perhaps by color coding;

5. For discussion of large important issues, the board should be divided into groups with Executive Council members serving as resource persons and discussion leaders. Board members should be shuffled so that individuals meet with people from other states and regions;

6. For consideration of resolutions the combined Business Meeting and Board of Directors Meeting on Monday should be continued;

7. During the board meeting on Friday, breaks should be allowed for during the morning and afternoon sessions and consideration should be given to providing a simple luncheon with the cost charged to those attending.

Carolyn Hughes MOVED and Mr. Robinson SECONDED that
the recommendations be implemented as much as possible in 1982. MOTION CARRIED.

Resolutions Committee Members

Speaking for a nominating subcommittee appointed for that purpose, Ms. Hughes recommended Dwayne Colvin and Loren Sanchez to serve on the Resolutions Committee.

Ms. Day MOVED and Mr. Hendee SECONDED that the nominations be approved. MOTION CARRIED.

Essentials of Education

Ms. Day reported plans to prepare a filmstrip on "The Essentials of Education" as follow-up to the pamphlet by that name published two years ago by a coalition of education organizations.

ASCD Leadership Foundation

President Jordan asked for approval of the plan submitted earlier for an ASCD Leadership Foundation.

Ms. Hughes MOVED and Mr. Hendee SECONDED that the committee's report be accepted and implemented. MOTION CARRIED.

Mr. Costa suggested that life memberships be cumulative (smaller payments over a period of time rather than one large payment) and that in-kind contributions be accepted. Mr. Davis suggested accepting gifts that might be sold as antiques.

Publications Program Report

Mr. Brandt reported on the status of publications and distributed a summary of the meeting of the Publications Committee held October 9-10. (See attachment E.)

Mr. Costa MOVED and Mr. Hendee SECONDED that the proposed themes for Educational Leadership (Politics, Today's Kids, and Experiential Education) be approved for the October through January issues. MOTION CARRIED.

Mr. Costa MOVED and Mr. Taylor SECONDED that as recommended by the Publications Committee, the theme of the 1985 yearbook be "Intellectual Development" and that Frances Link be invited to chair the committee. MOTION CARRIED.

Speaking for the Publications Subcommittee, Mr. Taylor suggested formation of a feedback group on publications with representatives
from affiliated units to meet with the Executive Editor sometime during the Annual Conference.

NCATE Representation

Ruth Long reported that NCATE had requested representation by ASCD and that ASCD has now been approved as an Associate Member. President Jordan will appoint a representative to attend their meeting in Nashville on March 6-8, 1982.

International Tours

Ms. Day said the 1982 tour to China will be July 22-August 8 and the cost will be $2,513.00. Ms. Houston said her trips to the USSR and to China had helped stimulate her interest in global education.

Ms. Houston MOVED and Mr. Davis SECONDED that international tours become a regular part of the ASCD program. MOTION CARRIED.

Constitution Revision

President Jordan asked for additional comments and suggestions in connection with the report of the Constitution Revision Committee. Ms. Hughes suggested editing the grammar in the purpose statements, especially items 3 and 7. Mr. Davis said he questioned the advisability of permitting institutional memberships. Mr. Cawelti suggested that Mr. Bralove prepare a memo with data about the number of institutional memberships and possible consequences of eliminating that category. After further discussion, Mr. Cawelti suggested referring the proposed constitutional revision back to the committee with a suggestion that they carry out the original charge but not go beyond it. Mr. Hendee pointed out that the committee had been established by the board so the Executive Council could not direct it, but could only prepare its own recommendations to accompany the report. Mr. Davis said a thorough constitutional revision should take more than one year to complete. Mr. Robinson said the proposed revision need not be approved in 1982, but a longer process could take place if necessary.

Mr. Robinson MOVED and Ms. Hughes SECONDED that the matter be left in the hands of the committee, but that they be requested to further clarify the distinction between a policy-making budgeting role and an advisory role for the group now called the Board of Directors. MOTION CARRIED.

In follow-up discussion there was general consensus that the role of the Review Council outlined in Alternate A was acceptable.
Nominating Procedures

Mr. Stodghill said it is inconsistent with the purpose of broad involvement in the affairs of the association that the same people have been nominated repeatedly for what appeared to be political motivations.

Mr. Stodghill MOVED that the nominating procedure be reexamined to assure that expansion of leadership opportunities is fostered and promoted. SECONDED by Ms. Hughes. MOTION CARRIED.

In response to a question, Mr. Stodghill said he was concerned both about adequacy of the procedures as outlined and about the extent to which they were being followed. He said he would be satisfied if the matter were considered by the Elections Committee which is to be appointed by the president in accordance with an earlier motion.

Future Meeting Dates

Dates for future meetings of the Executive Council were confirmed as shown in the meeting agenda. They are:

Anaheim

Thursday, March 18, 1982 - 9:00 a.m. - 5:00 p.m.
Tuesday, March 23, 1982 - 2:00 p.m. - 4:00 p.m.

Alexandria

Friday, June 11, 1982 - 9:00 a.m. - 5:00 p.m.
Saturday, June 12, 1982 - 9:00 a.m. - 5:00 p.m.
Sunday, June 13, 1982 - 9:00 a.m. - noon

Adjournment

President Jordan thanked members for their contributions and adjourned the meeting of the Executive Council at 3:15 p.m. on Saturday, October 17.
MEMORANDUM

TO: President and Members of the Executive Council
FROM: Bob Hanes, Chairperson, Constitution Revision Committee
DATE: September 28, 1981
SUBJECT: Proposed Constitutional Revisions

At the annual meeting of the Association in St. Louis, President Day appointed a constitutional revision committee with the following membership: Bob Hanes, Don Frost, Glenys Unruh, Phil Robinson, Chon LaBrier, and Regina Cain. Subsequently, Ms. Unruh was unable to serve and President Jordan appointed Delmo Della-Dora to replace her.

The committee met briefly in St. Louis and held a lengthy working meeting in Chicago on September 17-18, 1981.

A copy of the proposed revisions to the Constitution and By-Laws is enclosed.

The proposed revisions are substantive in nature and deal, essentially, with four major areas: the purpose of the association, the role of the Board of Directors, the role of the Executive Council, and the role of the Review Council. The following comments attempt to provide background information and amplification concerning these four areas:

1. The Purpose of the Association. The committee recommended that the specific statements in the purpose be reworded. The first six of the proposed new statements are drawn from the 1977 statement of the Executive Council which reformulated the language of the nine constitutional purposes into six goal statements for use in long range planning. The Review Council in its January 1981 report to the Board of Directors recommended that these six statements become a part of the constitution at its next revision. The Review Council also recommended that the purpose statements include statements relating to a "balanced curriculum" and to the leadership role of ASCD. These two additional statements are included in the proposed revisions as statements 8 and 9.

2. The Role of the Board of Directors. The Constitutional Revision Committee discussed at length the role of the Board of Directors in light of the issues raised by the Review Council in its January 1981 report and in light of the actual experience of the members of the committee in working with the Board of Directors. The concerns eventually resolved into the following areas:

(a) The unwieldy size of the Board (200 members)
(b) The ever changing membership of the Board (approximately 60% annually)
(c) The perception that a "Board of Directors" must make all policy.
(d) The confusion which exists between the Board and the Executive Council in regard to initiation of program ideas, the establishment of committees, and the responsibility for publishing the Association's publications.
In its study of this problem, the committee attempted to balance, on the one hand, the need for the overall governance of the Association for a large representative group of its members with, on the other hand, the need for the Association for a more efficient policy making group. After much discussion and careful thought, the committee recommends the following changes in the Board of Directors:

(a) That the name be changed to Representative Council (which is more in keeping with the proposed functions) but that the composition remain unchanged.
(b) That "policy making" be transferred to the Executive Council
(c) That the Representative Council review policy developed by the Executive Council and direct areas in which policy should be formulated.
(d) That the Representative Council direct the Executive Council to form working groups in areas of interest to the Representative Council.
(e) That the Representative Council serve as the means by which a major cross section of the membership may serve as a sounding board or reactor to ideas, proposals, and concerns of the Executive Council.

3. The Role of the Executive Council. The Executive Council now becomes the policy making body of the Association. It will initiate program ideas (often in consultation with and with advice from the Representative Council), establish and oversee working groups, and supervise the publications of the Association.

The composition of the Executive Council remains unchanged.

4. The Role of the Review Council. The committee considered at length four different plans:

a. To clarify the role of the Review Council. In this plan, the Review Council, elected by the membership, should have two constitutional functions:

(1) to analyze the extent to which the purpose of the Association is being carried out, and
(2) to seek out ideas, interests and concerns from the membership for supporting and improving the Association's effectiveness. The Review Council would report its findings at least annually to the Executive Council, the Representative Council, and, thus, to the Association.

b. To modify the role of the Review Council. In this plan, the name would be changed to Review Committee, elected by the Representative Council. The Review Committee would have two constitutional functions:

(1) to seek out ideas, interests, and concerns from the membership for supporting and improving the Association's effectiveness, and
(2) to carry out those studies, reviews, and investigations requested of it by the Executive Council. The Review Committee would report its findings, at least annually, to the Executive Council and to the Representative Council.

c. To absorb the role of the Review Council. In this plan, the Review Council would cease to exist as a constitutional requirement. Its function (to analyze the extent to which the purpose of the Association is being carried out) would be formally assigned in the Constitution to the Executive Council. Its other function (to seek out ideas, interests and concerns from the membership for supporting and improving the Association's effectiveness) would be formally assigned in the Constitution to the Representative Council.

d. To eliminate any constitutional reference to the role of the Review Council. In this plan, the Review Council would cease to exist. It is assumed that its functions would be carried out (as a matter of good judgment and organizational prudence) by the Executive Council and the Representative Council.

The recommendations of the committee are unanimous ones in regard to purpose, the Representative Council and the Executive Council. The committee's majority recommends Plan A concerning the Review Council by a vote of 4 to 2. Two members favored Plan C (absorbing the functions of the Review Council). When the committee considered its second choice regarding the Review Council, four members favored Plan B (to modify) while one favored Plan A (to clarify) and one favored Plan C (to absorb) its function. Thus, the recommendations for Plan A (to clarify) is included in the revised document.

If the Executive Council wishes to consider plans b, c, or d, appropriate constitutional revisions have been developed by the committee.

In summary, the committee recommends to the Executive Council the enclosed constitutional revision. The net effect of these revisions is to cause the constitution to more nearly reflect the actual practices of the Association, especially in regard to the Board of Directors and the Executive Council. The adoption of these proposed revisions, therefore, will not affect greatly how the organization operates. The changes will keep a relatively large number of people involved in the various aspects of the governance of the Association while providing for a more systematic and coherent means for the details of the business of the Association to be carried out. In addition, the changes continue the Review Council as a part of the formal governance of the Association.
Attachment A (pg. 4)

Proposed Revisions of Constitution and By-Laws

Proposed 1981

Article I--Name

The name of this organization shall be the Association for Supervision and Curriculum Development.

Article II--Purpose

The purpose of the Association for Supervision and Curriculum Development shall be the general improvement of education through the promotion of programs and practices which will facilitate the wholesome development of all persons involved in educational efforts. Specifically, the Association shall:

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

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

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

4. develop and sustain communication among all of the groups of professionals directly involved in the improvement of curriculum and instruction.

5. identify, study, and evaluate issues in supervision, curriculum, and instruction and express the Association's positions on them including the impact which forces outside of the school have on the learner.

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

7. strive for balance in the curriculum and maintain a perspective of the total educational program.

8. demonstrate leadership in dealing with current and emerging issues of education in order to assure equal and quality educational opportunities for all students.

All of the foregoing purposes and objectives of the organization shall be deemed to be for the public purpose of improving curriculum development and supervision in the schools, and in a manner consistent with the requirements of the Internal Revenue Code and regulations relating to organizations described in Section 501 (c) (3) of the Code, as now or hereafter amended.

Article III--Membership

Section I. There shall be four categories of members: active, student, institutional, and life.
Section 2. Any person who wishes to support the purpose of the Association and to share in its work shall be eligible for membership and may become an active member by paying the annual dues as provided in the By-Laws. An active member shall be entitled to vote, to hold office for which eligible, to participate in affairs of the Association, and to receive publications as provided for the dues paid.

Section 3. Any person who is actively enrolled in full time graduate or undergraduate programs and expresses an interest in supervision and curriculum development may become a student member. A student member has all the privileges of an active member.

Section 4. A school, library, or educational agency may become an institutional member on payment of the annual dues as provided by the By-Laws. Such institutional members shall be entitled to receive the publications as provided for the dues paid.

Section 5. Any person who has been a member of the Association for 20 consecutive years and has retired from full employment may, upon application, become a life member of the Association and shall be entitled to all privileges of active membership.

Article IV--Officers

Section 1. The officers of the Association shall be a President (who shall be the retiring President-Elect), an Immediate Past President (who shall be the retiring President), a President-Elect, and an Executive Director.

Section 2. The President, Immediate Past President, and President-Elect shall serve for a term of one year. They shall not succeed themselves in this three-year cycle (successively President-Elect, President, and Immediate Past President) without an intervening period of at least three years.

Section 3. The President shall chair the Representative Council and the Executive Council.

Section 4. The Executive Director shall be appointed by the Representative Council upon nomination of a candidate by the Executive Council, and shall hold office at the pleasure of the Representative Council. The Director shall be the executive officer for the Association, shall act as Treasurer of the Association, shall be the administrative officer of the Association and shall have responsibility for the preparation of the annual financial report and of the annual budget under the supervision of the Executive Council, shall prepare and maintain an up-to-date policy statement handbook, shall make contracts, shall serve without voting power as Secretary of the Representative Council and of the Executive Council and shall perform such other duties as may be designated by the Representative Council and the Executive Council.

Article V--Representative Council

Section 1. The Representative Council shall (1) have the authority to recommend policies and may review and may direct the formulation of policies for the Association; (2) adopt the annual budget; (3) have power to fill vacancies in office until the next election; (4) employ an Executive Director upon nomination by the Executive Council; (5) may direct the Executive Council to establish working group to assure fulfillment of
purpose of the Association; (6) elect those members of the Executive Council who are to be drawn from the Representative Council's own membership; (7) act on applications for affiliation; and (8) be custodian of property of the Association.

Section 2. The Representative Council shall consist of 200 members: (1) twenty members elected at large who shall serve for a term of four years, five to be elected each year in such manner as the By-Laws may determine; (2) members of the Executive Council; (3) Presidents of affiliated units; (4) one representative of each affiliated unit who shall serve for a term of four years; (5) the remaining representatives, serving four year terms, and their votes shall be prorated among the affiliated units on the basis of the percentage factor of the number of national members within the geographical boundaries of the affiliated ASCD unit. Representation of affiliated units shall be based upon the nearest whole number.

In determining membership for the purpose of ascertaining representation, only national persons with dues paid as of January 1 preceding meetings of the Representative Council shall be counted. Representatives to the Representative Council shall bear such credentials as the By-Laws of the Association may determine.

Article VI--Executive Council

Section 1. The Executive Council shall formulate, adopt and implement policies for the Association, and shall assume any other duties of the Representative Council in the intervals between meetings of that body. Other specific responsibilities of the Council include: (1) to nominate to the Representative Council a candidate for Executive Director; (2) to recommend a budget to the Representative Council and authorize transfer of unused balances within the budget; (3) to be responsible for annual meetings and conferences; (4) to plan for yearbooks and other publications and to review publications to assure that they are consistent with the purpose of the association; (5) to establish working groups for program development and appoint members and chairpersons to oversee their operations, to give direction to the development of the various projects of these groups, and to eliminate such groups at appropriate times; (6) to act on recommendations of the Executive Director for selection of professional staff; (7) to review and recommend to the Representative Council applications for affiliation; and (8) to interpret and communicate the position of the Association on issues related to the purpose of the Association.

Section 2. The Executive Council shall be composed of the President, President-Elect, Immediate Past President, three members elected at large for a term of three years, and seven members elected by and from the Representative Council who serve for a term of three years.

Article VII--Review Council

Section 1. The Review Council shall (1) analyze the extent to which the purpose of the Association as stated in Article II is being carried out in the Association's policies, practices, and procedures; (2) seek out ideas, interests, and concerns from the membership for supporting and for improving the Association's effectiveness in achieving its purpose; and (3) report its findings at least once annually to the Executive Council, to the Representative Council, and subsequently to the Association.
Section 2. The Review Council shall consist of five members of the Association who shall be elected at large by the membership of the Association. No member may serve simultaneously on the Representative Council. Terms of office shall be for five years. No person shall be elected to successive terms unless the initial appointment was for a period of less than five years. One member shall be elected each year.

Article VIII--Amendments

This constitution may be amended by a mail vote of two thirds of the active member replying, providing that notice of the proposed amendment has been circulated to the membership in one of the published journals of the Association at least three months previous to the voting. Amendments may be proposed by the Representative Council or upon the basis of a verified petition signed by at least 200 members of the Association.

Article IX--By-Laws

By-Laws may be amended (1) at the annual business meeting by a majority vote of the members present; or (2) by a mail vote of two-thirds of the active members replying; provided, in either case, that notice has been given three months in advance of the voting.

Article X--Assets on Liquidation

No part of the net income, revenue, and grants of the Association shall inure to the benefit of any member, officer, or any private individual (except that reasonable compensation may be paid for services rendered in connection with one or more of its purposes), and no member, officer or any private individual shall be entitled to share in the distribution of any part of the assets of the Association, on its dissolution or liquidation. In the event of such dissolution or liquidation, the assets of the Association, after payment of debts and obligations, shall be transferred to an organization with federal tax exemption for charitable and educational uses and purposes similar to those of this Association, which exempt organization shall be designated by the final Executive Council of the Association.

BY-LAWS

Article I--Membership Dues

The annual fees for active, student, and institutional memberships in the Association shall be determined by the Representative Council upon recommendation of the Executive Council. Publications of the Association will be distributed in accordance with the policy on memberships as determined by the Executive Council.

Article II--Membership Year

The period of membership of each person who joins the Association and pays the annual dues shall be twelve calendar months, counting from the first day of the month in which the person's membership is processed. Members shall be entitled to receive only those publications of the Association that appear within the year for which their annual dues are paid.

Article III--Fiscal Year

The fiscal year shall begin on September 1 of any given year, and continue through August 31 of the succeeding year.
Article IV--Meetings

The Association shall schedule an annual conference and other meetings as seem desirable to the Executive Council based on activities of the Association and preference of the members. At each annual conference there shall be a business meeting. At this meeting there will be reports, opportunity for the Association to adopt resolutions, opportunity to hear expressions of concerns by individuals or groups, and the transaction of any other business which the Representative Council or the Executive Council wishes to refer to the membership in attendance.

Article V--Elections

Section I. All persons elected or appointed to the Representative Council shall have held membership in the Association at least the year prior to their election or appointment.

Section 2. The President-Elect, and members at large of the Representative Council, Executive Council, and the members of the Review Council shall be elected by the active members as follows: (1) a nominating committee of at least nine members appointed jointly by the Executive Council and the Representative Council shall submit a ballot containing three nominees for each office to be filled, such nominees to be selected from the current membership of ASCD; (2) ballots shall be submitted by mail to the active members of the Association by October 15 and with instructions to return them not later than November 15; (3) ballots shall be counted by a Board of Tellers appointed by the Executive Council; and (4) nominees receiving the highest number of votes shall be declared elected.

Section 3. The term of elected officers and of members of the Executive Council, the Review Council and the Representative Council elected by total membership shall begin immediately following the annual conference of the Association. In the event that no conference is held, such elected officers, members at large of the Representative Council, members of the Executive Council, and the members of the Review Council shall take office by April 1.

Article VI--Quorum

Five percent of the members of the Association shall constitute a quorum for the official business meeting. Fifty percent of the members of the Representative Council shall constitute a quorum of that body. Eight members of the Executive Council shall constitute a quorum of that body.

Article VII--Credentials

The credentials of unit members of the Representative Council shall be verified by the affiliate unit which they represent and by ASCD. A list of duly elected and appointed members of the Representative Council will be prepared and distributed at the Representative Council meeting immediately prior to the conference.

Article VIII--Affiliated Units

Section 1. Affiliation with the Association is available to a state group, or to a group of states, or to other groups within the United States
or its territories approved by the Representative Council. A group requesting affiliation must have purposes, membership requirement and an on-going program which are consistent with the Association for Supervision and Curriculum Development. The Representative Council shall act on applications for affiliation from all groups, upon recommendation by the Executive Council. Affiliated units are required to meet the following minimum criteria for continued affiliation: (1) one meeting a year of the affiliate membership; (2) a current constitution, consistent with that of the national Association; (3) one revision each year of the affiliate membership list; (4) a list of all active officers and committees; (5) regular representation at affiliate unit presidents' meetings; and (6) an annual report. Affiliated units are expected to carry out their activities consistent with the policies and objectives of the Association and the provisions of the Constitution. An affiliated unit failing to do so may be disaffiliated by a two-thirds vote of the Representative Council.

Section 2. The Association may establish and maintain liaison with non-affiliated educational groups outside the United States, across political boundaries, or under unique circumstances within a single state whose purposes are consistent with those of the Association.

Section 3. No group which is a geographical part of an affiliated unit may affiliate with the Association.

Article IX--Working Groups

Working groups of the Association shall be appointed and specifically charged in writing with their responsibilities. The charge shall be consistent with the purpose of the Association for Supervision and Curriculum Development. The Executive Council shall provide direction and assistance for their activities.

Article X--Publications

The Association shall publish such yearbooks and other publications within the limits of the funds allocated for this purpose by the Representative Council.

Article XI--Expenditures

The funds of the Association shall be disbursed in accordance with annual budgets as approved by the Representative Council. The transfer of funds within the budget shall be at the discretion of the Executive Council and reported in writing to the Representative Council no later than the following annual conference. The Executive Director shall receive and disburse the funds of the Association and make an annual accounting to the Representative Council under the direction of the Executive Council, which shall be responsible for proper auditing of accounts.

Article XII--Parliamentary Procedures

Robert's Rules of Order, Revised, shall be the authority governing all matters of procedure not otherwise specified in the Constitution or these By-Laws.
Article I--Name                    As in proposed revision
Article II--Purpose               As in proposed revision
Article III--Membership           As in proposed revision
Article IV--Officers              As in proposed revision

Article V--Representative Council

Section 1. The Representative Council shall (1) have the authority to recommend policies and may review and may direct the formulation of policies for the Association; (2) adopt the annual budget; (3) have power to fill vacancies in office until the next election; (4) employ an Executive Director upon nomination by the Executive Council; (5) may direct the Executive Council to establish working group to assure fulfillment of purpose of the Association; (6) elect members to the Review Committee and those members of the Executive Council who are to be drawn from the Representative Council's own membership; (7) act on applications for affiliation; and (8) be custodian of property of the Association.

Article VII--Review Committee

Section 1. The Review Committee shall (1) receive an annual charge from the Representative Council and/or the Executive Council; (2) seek out ideas, interests, and concerns from the membership for supporting and for improving the Association's effectiveness in achieving its purpose; and (3) report its findings at least once annually to the Executive Council and to the Representative Council.

Section 2. The Review Committee shall consist of five members of the Association who shall be elected by the Representative Council. No member may serve simultaneously on the Representative Council. Terms of office shall be for five years. No person shall be elected to successive terms unless the initial appointment was for a period of less than five years. One member shall be elected each year.

Article VIII--Amendments

Article IX--By-Laws

Article X--Assets on Liquidation

BY-LAWS

Article I--Membership Dues
Article II--Membership Year
Article III--Fiscal Year
Article IV--Meetings
Article V--Elections

Section 1.

Section 2. The President-Elect, members at large of the Representative Council and Executive Council shall be elected by the active members as follows: (1) a nominating committee of at least nine members appointed jointly by the Executive Council and the Representative Council shall submit a ballot containing three nominees for each office to be filled, such nominees to be selected from the current membership of ASCD; (2) ballots shall be submitted by mail to the active members of the Association by October 15 and with instructions to return them not later than November 15; (3) ballots shall be counted by a Board of Tellers appointed by the Executive Council; and (4) nominees receiving the highest number of votes shall be declared elected.

Section 3. The term of elected offices and of members of the Executive Council and the Representative Council elected by total membership shall begin immediately following the annual conference of the Association. In the event that no conference is held, such elected officers, members at large of the Representative Council and members of the Executive Council shall take office by April 1.

Article VI--Quorum

Article VII--Credentials

Article VIII--Affiliated Units

Section 1.

Section 2.

Section 3.

Article IX--Working Groups

Article X--Publications

Article XI--Expenditures

Article XII--Parliamentary Procedures
TO: President and Members of the Executive Council
FROM: Bob Hanes
DATE: September 28, 1981
SUBJECT: Suggestions for Consideration

In carrying out its assignment, the Constitutional Review Committee observed several areas in which action needs to be taken but were not appropriately solved by constitutional change.

These were as follows:

1. The liaison relationship is not clearly defined in the Association's policies.

2. There may be, in the future, justification for non-voting representatives to the Representative Council (old Board of Directors). For example, units established outside the United States might establish a liaison relationship with National ASCD and could very well be allowed non-voting representatives to the Representative Council as a kind of parallel to the unit representation. The committee did consider the matter of unit status for groups outside the United States but did not recommend a constitutional change to permit this. Rather, the committee felt strongly that the organization, at this time, should remain a national organization.

/bb
WOMEN'S LEADERSHIP PROJECT

Purpose: Funds for this project will be utilized to design and prepare for ASCD membership one or more reports on (1) profiles of successful women in education, (2) restraints that are known or perceived in the achievement of success by women in education, and (3) leadership roles. Project members will conduct an open hearing at the Annual Conference.

Project Members:
Nancy Everts, University of Cincinnati, OH
Jacqueline Clement, Lincoln Public Schools, MA
Betty Dillon-Peterson, Lincoln Public Schools, NB
Bob Gilstrap, ACEI President, Fairfax, VA
Bernice Wolfson, University of Alabama, Birmingham

Chair: Yvonne Ewell, Dallas I.S.D. TX

Funding: $4,000

Report Due: October 1982
PROJECT ON CENSORSHIP AND THE CURRICULUM

Purpose: The new study sponsored by ALA, AAP and ASCD documents increased censorship efforts affecting schools. Written selection policies for books and instructional materials and explicit policies with regard to mechanisms for challenge and review of materials already in use need to be developed and followed. There is a growing number of instances where large scale mobilization of community support will be necessary to counteract the persistent efforts of a vocal few. The diverse and pluralistic cultural complexity in America, needs expression in many forms.

This committee will analyze the recommendations in the study to identify exemplary existing policies as guidelines for making further recommendations for curriculum decision makers to follow.

Project members:

Chair: La Barbara Gragg, Wayne County Intermediate School District, Wayne MI
Ronald Hibbard, Summit County Schools, Akron, OH
Ann Kahn, Fairfax County School Board, Fairfax, VA
Charles Park, University of Wisconsin, Whitewater, WI
Bob Sigmon, Richmond City Schools, Richmond, VA
Ex officio members, Roosevelt Ratliff and Ron Brandt

Funding: $4,000

Report Due: October 1982
SECONDARY SCHOOL NETWORK ON REDEFINING GENERAL EDUCATION

Purpose: ASCD will continue a network of educational leaders who represent 17 high schools from across the United States. They will spend this year reconsidering the basic or core instructional program which is required of all their students with the view of formulating their own locally developed conception of a general education curriculum that would better prepare their students for the 21st century.

Time sequence:
August 1981 - May 1982
Local schools study alternative approaches to general education and decide on a plan of action for curriculum change in 1982-83.

February 7-8, 1982
Second conference of the network school team members.

July 1982
Third conference of network schools: implementation plans for 1982-83 to be presented.

Funding: $7,000 (cost of February and July meetings)

Report due: October 1982
ASCD EDUCATIONAL TECHNOLOGY PROJECT

Purpose: This three year project will provide members with more information for better utilization of educational technology. In the first year, committee members will collect and summarize in a report the efforts of others working in the area of educational technology; organizations, publications, exemplary projects school programs. In the second year, a videotape/disc will be produced. It will include elemental information on technology including the generic areas of: purpose served; cost effectiveness; curriculum control; software development and distribution; start up, development and diffusion of system; and inservicing of staff. Committee members may pursue additional funding for this media project from video companies. The work for the third year will be determined later based on outgrowth of years 1 and 2.

Project members:
Chair: Gwyn Brownlee, Instructional Services Dept.
       Richardson, TX
Bill Denton, Dallas I.S.D., Dallas, TX
Nolan Ester, University of Texas, Austin, TX
Tim Grady, Director of Secondary Education,
       Carrolton, TX
Alice Houston, Director of Curriculum Services
       Department, Oklahoma City, OK
Pat Sturdivant, Region #4, Houston, TX

Funding: $5,000

Report Due: Year 1 - October 1982
            Year 2 - October 1983
            Year 3 - October 1984

Resources: The group is encouraged to seek help from vendors.
CURRICULUM THEORY DEVELOPMENT COMMITTEE

Purpose: The members of this committee will (1) continue to review ASCD's contribution in the past to curriculum theory development, (2) to consider alternative organizational efforts to strengthen ASCD's contribution to theory development, (3) to seek agreement as to where major needs now exist in this regard, and (4) to present recommendations to the Executive Council in June 1982. The committee is encouraged to develop or assemble illustrative materials exemplifying the kind of activity recommended and to pose the kinds of curriculum questions that need analysis in the publications program, hypothesis formulation and research.

Project members:
Chair: O.L. Davis, Jr. University of Texas, Austin, TX
      Arthur W. Foshay, Rowe, MA
      Dorothy Huenecke, University of Atlanta, GA
      James Macdonald, University of North Carolina, Greensboro, NC
      William Pinar, University of Rochester, NY
      Ex officio member, Ron Brandt

Funding: $4,000

Report Due: June 1982
RECOGNITION OF PAST PRESIDENTS AND ASSOCIATION NOTABLES

PAST PRESIDENTS

1. Recognize past presidents as guests of honor at a luncheon during the annual conference. Perhaps one past president could be seated at each table. Members attending could be assigned to tables by numbers handed out at the door.

2. Present to each past president a suitably engraved plaque as recognition of service to the Association.

3. Design a pin to represent the Association to which an addition could be attached identifying a past president.

4. Video tape an oral history type interview with each past president.

5. Acknowledge past presidents at the annual conference — perhaps to include photos, names and addresses of past presidents in the program.

6. Present a life membership in ASCD to each past president.

7. Invite one or two past presidents to discuss substantive issues/matters/concerns for a Past Presidents' forum at each annual conference. These meetings could be open to all members, or special groups could be invited.

8. Send a communication from the president once or twice a year bringing past presidents up to date on matters of ASCD business.

9. Offer past presidents an annual complimentary registration at a National Curriculum Study Institute.

10. Request past presidents to write for Ed. Leadership when the theme of the issue reflects their field of expertise.

11. Include in Ed. Leadership several times a year, a picture and thumbnail sketch or longer article under the heading, "Know Your presidents."

NOTABLES

1. Establish a named award, e.g., ASCD Award of Merit, ASCD Citation for Distinguished Contributions to Curriculum and Supervision, etc. The award could be presented to two or three individuals each year. During the first three or four years, however, the number of awards could be extended to include eminent educators no longer active such as L. Thomas Hopkins, Hollis Caswell, Henry Harrop, Alice Miel. The criteria for selection should be rigorous, and consideration given for significant contributions only.

2. Video tape an oral history type interview with distinguished educators who are members of ASCD.
October 19, 1981

Dr. Lucille Jordan, President ASCD
Associate State Superintendent of
Georgia Schools
Office of Instructional Services
State Department of Education
Atlanta, Georgia 30334

Dear Lucille:

In as much as my committee regarding the Board of Directors Conference Meeting Plans and Suggestions did not have a written report to present at the Executive Council Meeting, I am taking this opportunity to send you my notes. Although the comments will be brief, I think they will be understood based upon our discussion.

1. Orientation - The orientation brochure, which will obviously be updated for March 1982, should be received prior to the Board meeting. It is proposed the affiliate units assume responsibility for orienting new board members as well as seeking out the 'members-at-large' who may be from that particular state. In this way, each delegate would have some background prior to coming to the Anaheim conference. It is suggested the immediate past president of the unit affiliate might serve as a delegation chairperson and assume responsibility for orientation as well as making sure alternates have appropriate certification in the event the delegate cannot serve. It is also suggested the ASCD president send a letter to the 'members-at-large' indicating the need for pre-conference orientation and suggesting they be in contact with their unit affiliate.

The committee recognized a half hour or an hour of orientation with the ASCD president for the Board of Directors is hardly adequate. On the other hand, they felt that perhaps a coffee and roll breakfast preceding the Board meeting by an hour or an hour and a half and perhaps the Executive Council members serving as host and hostesses with the president might help, along with the other comments listed.

2. Materials for the Board of Directors Meeting - It is proposed the packet of materials, which the delegate would receive at least two or three weeks prior to the Board meeting, be organized in such a way that matters of great urgency
and needing action would be so designated. In fact, it was proposed that the agenda indicate the nature of the item; that is whether it be for action, a report or for discussion. Some color coding might be used. The suggestions from Carolyn Hughes' committee relative to the budget may be helpful.

3. It is proposed consideration be given to using the Executive Council members as discussion leaders or chairpersons with the Board of Directors being divided into smaller groups. Whether this is done for important areas needing action such as the Constitutional revision or to determine critical issues that could lead to program development, it was felt that the opportunity for people to interact in small groups and also to ask questions might be helpful. It is further suggested the staff of ASCD establish the groups and that total delegations from a unit affiliate not be placed in the same group, thus providing for "cross fertilization."

4. The committee believes the recent format of the General Meeting and Board of Directors Meeting taking place simultaneously with the action on the resolutions immediately following the general meeting discussion was of considerable value and recommended its continuation.

5. Recognizing the time is very short for the Board of Directors Meeting, it is proposed that a working lunch be considered. If ASCD has funds to provide the lunch, that would be very nice and certainly appreciated by the delegates. However, recognizing that is probably not the case, we believe it might be helpful if a simple lunch could be provided at a reasonable cost to the delegates so a long lunch break would not be necessary.

Lucille, if you need background material on any of these items or if I can be of help in any way, do not hesitate to call upon me.

Best personal wishes to you and Fred.

Cordially,

Raymond E. Mendee
Superintendent of Schools

REH:jk
cc: Dr. Gordon Cavelti, Executive Director
    Association for Supervision and Curriculum Development
ASSOCIATION FOR SUPERVISION
AND CURRICULUM DEVELOPMENT

Summary of the Meeting of the Publications Committee
October 9-10, 1981

The meeting was held at ASCD headquarters in Alexandria, Virginia with all committee members (Ted Czajkowski, Mary Belle McCorkle, Millie Ness, Gerald Ponder, Vincent Rogers, Benjamin Williams) present except Tom Sergiovanni who was overseas on sabbatical leave. Fred Wood attended in his place on October 9.

Status of Publications. Ron Brandt and other members of the publications staff reviewed current status of each type of ASCD publication.

Educational Leadership. Committee members then offered suggestions for topics of publications. After discussion and consideration of various alternatives, Mary Belle McCorkle moved and Gerald Ponder seconded that the following themes be suggested for Educational Leadership in 1981-82:

- October - January -- Politics, Today's Kids, Experiential Education
- February - May -- Working Together, Effective Schools, Programs That Could Change Education

Motion carried. Themes will be assigned to specific months later on. The Executive Council will be asked to approve the October - January themes this fall. The February - May themes are regarded as tentative until approved at the Annual Conference in March.

Yearbook. Ted Czajkowski moved and Millie Ness seconded that the theme of the 1985 yearbook be "Intellectual Development" and that Frances Link be invited to chair the committee. Motion carried.

Media. In a brief review of possibilities for videotapes or filmstrip kits, members made the following comments:
School Improvement Strategies--consider John Goodlad as a resource person.
Staff Development--a good topic.
Teacher Motivation--do not simply rehash research; show schools where teachers are well motivated.
General Education (filmstrip kit)--important to support ASCD program and to help secondary schools who are concerned about this issue.
Discipline--make sure the content is tied to instruction.
Technology (videotape and videodisc)--a bold, exciting idea. A videotape is needed now on use of microcomputers in instruction.
Mathematics--a good topic but it's important to show more than how to teach well traditionally.
Overview of Madeline Hunter's Model for Instruction--a good topic.
Essentials of Education (filmstrip)--good if designed for general audiences.
Early Childhood Classroom Management (filmstrip kit)--needed.
Teacher Stress--should probably be designed to show supervisors how to make conditions less stressful for teachers, rather than speaking directly to teachers.

Booklets. Committee members approved development of a booklet on Cooperative Learning, but discouraged booklets on: censorship, learning styles, testing, outcome-based learning, middle schools, and general education. They asked to review a manuscript on values recently received.

Next Meeting. The Publications Committee will meet in Anaheim, California, Saturday, March 20, 11:00 a.m. to 1:00 p.m. for an open hearing and Sunday, March 21, 7:30 - 9:00 a.m. for business. Among agenda items will be policy on distribution of books from other publishers.

Ronald S. Brandt
Executive Editor
October 13, 1981