Minutes of the Meeting of the Executive Council

June 10-12, 1982

Alexandria, Virginia
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

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ASCD Headquarters and Captain Piercy Room
Old Town Holiday Inn

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Minutes of the Meeting of the Executive Council

Alexandria, Virginia
June 10-12, 1982

ASCD Headquarters and
Captain Piercy Room
Old Town Holiday Inn

Presiding: O. L. Davis, Jr., President

* * *

The Executive Council convened in the Alexandria Room of the ASCD headquarters, Alexandria, Virginia, at 1:30 p.m. on Thursday, June 10, 1982, with the following council members present:

O. L. Davis, Jr., President (TX); Lawrence Finkel, President-Elect (NY); Lucille G. Jordan, Immediate Past President (GA); Gwyn Brownlee (TX); Arthur Costa (CA); Sidney Estes (GA); Carolyn Hughes (OH); Francis Hunkins (WA); Luther Kiser (IA); Phil Robinson (MI); and Bob Taylor (CO).

Absent: Nelson (Pete) Quinby (CT) and Stuart Rankin (MI).

Also present were the following ASCD staff members:

Gordon Cawelti, Executive Director; Sarah Arlington, Program Coordinator; John Bralove, Business Manager; Ronald Brandt, Executive Editor; Anita Fitzpatrick, Recorder; Ruth Long, Associate Director; Barbara Marentette, ASCD Leadership Foundation Fund Coordinator; Kathy Schaub, Assistant Director; and Betsey Thomas, Conference Facilities Coordinator.

President's Greeting

President Davis called the meeting to order and greeted the members of the Executive Council, with a special welcome to new council members Sidney Estes and Francis Hunkins. He said the agenda was a full one and urged careful consideration of the issues to be discussed.

Art Contributions from Affiliate Units

Mr. Cawelti thanked Mr. Kiser for safely transporting the ceramic mural which had been described and formally presented by Iowa
ASCD at the Board of Directors meeting in Anaheim. He said we continue to receive contributions of artwork from the affiliate units and pointed out those presented by Hawaii and Washington at the Presidents Leadership Conference held in Alexandria in May. Mr. Cawelti expressed the appreciation of the staff for these fine contributions, which add so much to their surroundings and elicit favorable comments from visitors.

Executive Council Committees/Subcommittees

The following committees and subcommittees met prior to the Executive Council meeting at ASCD headquarters and will present their reports during the proceedings:

- **Program Development:** Gwyn Brownlee, Chair
  Sid Estes
  Lu Kiser
  Pete Quinby (absent)
  Ruth Long (ASCD staff)

- **Budget Subcommittee:** Phil Robinson, Chair
  Carolyn Hughes
  Stuart Rankin (absent)
  John Bralove (ASCD staff)

- **Publications Subcommittee:**
  Bob Taylor, Chair
  Art Costa
  Fran Hunkins
  Ron Brandt (ASCD staff)

- **Evaluation Committee:** O. L. Davis, Jr.
  Lucille Jordan
  Larry Finkel
  Gordon Cawelti (ASCD Executive Director)

Executive Session

Executive session was called and the matter of the search for an Associate Director was discussed. The Notice of Vacancy has been mailed to the Board of Directors, university placement offices, Council of Professors of Instructional Supervision, and Professors of Curriculum. Primary job responsibility is to act as liaison between ASCD and the affiliate units and to provide leadership in expanding and strengthening those units. After discussion,

Mr. Finkel MOVED, and Mr. Taylor SECONDED, "to proceed with the search process as outlined in the Notice of Vacancy." MOTION CARRIED.
The President, President-Elect, and Immediate Past President will participate in the final interview process with finalists. President Davis said he would ask former president Barbara Day to assist in his place if he had not returned from a trip out of the country.

The Executive Session was concluded and the regular session reconvened in open session at 3:30 p.m.

March Executive Council Minutes Corrected

Paragraph 5 of page 7 of the March Executive Council meeting minutes was corrected to read "Mr. Cawelti said the 1983 yearbook, 'A Handbook on Curriculum Development,' was not turning out to be a handbook and probably would be published under a different title. Mr. Brandt distributed a written report from Frances Link listing authors and topics for the 1985 yearbook on "Intellectual Development." Council members were impressed with the authors' qualifications but said the book should be practical as well as scholarly."

Mr. Taylor MOVED, and Mr. Robinson SECONDED approval of the minutes as corrected. MOTION CARRIED.

Report on Status of FY '82 Budget

Mr. Cawelti said the current budget is proceeding on target and that membership is just under 35,000. $165,000 is the amount forecast for the reserve fund, which was authorized by the Executive Council to build a cash reserve of $300,000 to cover emergency contingencies. Cash flow is monitored carefully and Mr. Cawelti reviewed briefly a number of areas that have helped stabilize ASCD's financial situation following the move to Alexandria in 1979, which involved a number of one-time expenses. He said that publications and videotapes have been major enhancers in the association's financial growth and that the new Human Resource Development=Productivity (HRD=P) subscription series brings in capital that can be applied to videotape program development.

- Budget Subcommittee Report. Phil Robinson chaired the Budget Subcommittee on which Carolyn Hughes and Stuart Rankin (absent) serve with John Bralove as staff liaison. They met prior to the Executive Council meeting to talk about the current and projected budgets. Mr. Robinson said they anticipated a surplus but questioned expenditures in areas for which money had not been budgeted. Mr. Cawelti said that if the item has not been budgeted or the expenditure exceeds 10% above budget, policy requires authorization by the Executive Council. Mr. Robinson said the budget subcommittee felt this policy should have been adhered to and the group agreed that the subcommittee should prepare a statement to accommodate this situation. In response to this,

Mr. Robinson MOVED that when conditions arise
due to emergencies that justify more than 10% deviation from budgeted amount to any department, the Executive Director will obtain approval from the three officers before authorizing such expenditure. Ms. Hughes SECONDED the motion. MOTION CARRIED.

Mr. Bralove said some increases could not be anticipated, i.e. postage, and Mr. Cawelti said increased automation of services brought about additional operating expense. Additional equipment needs included installation of word processing, of which 75% will be paid this year, with the remaining 25% paid next year.

Mr. Robinson said that the Budget Subcommittee also looked at health benefits and suggested that long-term disability be investigated and added to the 1983 budget. The subcommittee also considered the advisability of continuing with printing the ASCD calendar.

Mr. Kiser asked for a report on the total assets of the association and Mr. Bralove referred him to the Annual Report, page 4, which lists assets as of August, 1981. He said he didn't feel that it gives a true picture of ASCD's ability to withstand the vagaries of the economy, citing the difference between the noted value ($596,739) of the building and the $1,000,000 sales price it could bring.

With regard to other escalating expenses, Mr. Cawelti said that travel costs are continuing to create lower revenue from the annual conference. He said that the conference picture is less and less clear to all associations and pointed out that ASCD was able to offset declining annual conference revenue with membership, sale of videotapes and publications. The council discussed the major policy issue that has enabled ASCD to maintain the lowest membership fee in the profession while others have gone to $75 or more. Marketing and Executive Council advice continues to encourage obtaining and keeping as many members as possible with the lowest possible dues, and deal with some of the problems a large, diverse membership brings.

Mr. Kiser asked why some of the budget estimates were so conservative and Mr. Cawelti replied that he had requested that this be done because of the poor economy, school closings, and the inability to predict what the economy will do in the immediate future.

The staff was asked about the declining attendance and participation of the exhibitors in the annual conference and Mr. Bralove asked to address this serious matter. He said that the exhibit show brings in approximately one-third of annual conference revenue and that unless exhibitors and their services are recognized as an important part of the conference, the decline would continue. He
said he felt that their participation was viewed as a sidelight and somewhat of an afterthought rather than a good source of products, publications and services for conference attendees, and that very little is done to illustrate to them that their presence is a valuable contribution to the conference.

Ms. Jordan suggested that perhaps the conference and/or exhibits need to move to a different public, citing the direction curriculum and development people are needing with regard to computer hardware and software. She said the demand is there for computer information at conferences and that ASCD should look at providing this by means of exhibitors and the exhibit show. Mr. Brandt supported this view, saying that "maybe ASCD should rethink this whole matter," and look into having a one-day exposition on computer services in conjunction with the annual conference, i.e. the first day or half-day would be devoted exclusively to presenting computer products and services information and then proceed with the conference. Ms. Jordan said ASCD could encourage this type of exchange between exhibitors and the membership and thereby illustrate the association's concern and response to the needs of exhibitors. Mr. Estes urged ASCD to look into making contact with the exhibitors' professional organization to see how we can work together to eliminate some of the distance between the two groups. The staff was encouraged to explore various possibilities involving exhibitors, taking into consideration the deliberations of the Executive Council.

- **Human Resource Development = Productivity (HRD=P).** Mr. Estes asked about the new HRD=P program, which is a new association feature providing for a subscription to a series of videotapes. Offered are three videotapes, an institutional NCSI attendance voucher, access to Research Information Service (RIS), and a newsletter on pertinent topics. Mr. Bralove said that test marketing has produced 36 purchase orders and that 97 tentative subscribers are now previewing the service.

**Review of FY '83 Preliminary Budget**

There was a brief review of the projected 36,000 membership, a slight increase in videotape and publication sales, the estimated annual conference attendance in Houston (1983) of 3,000, and increases in staff salaries.

**Review of Staff and Executive Council Representation**

Mr. Cawelti referred to attachment A and reviewed racial composition of the staff and Executive Council. He said there is a continuous effort to maintain an exemplary, balanced staff, although this is sometimes difficult to achieve because the race and sex of job applicants can't be anticipated. Mr. Cawelti said that the Executive Council continues to lack non-public school representation and Native Americans, and pointed out that there are only three
females on the 13-member Executive Council. It was suggested that Immediate Past President Lucille Jordan in her newly designated capacity of coordinator of nominations instruct selection and nominating committees to adhere to ASCD policy with regard to ethnicity, geographical distribution, sex, and professional position. Mr. Kiser expressed some frustration at the lack of compliance with this policy, saying that they are cautioned time and time again to adhere to this code.

President Davis urged the council members to inform the nominating committees of their concerns, adding that another issue should be the encouragement of broader participation by people who have found it difficult to become involved in association activity. He said he is very interested in finding ways to give more people visibility and committee responsibility.

Ms. Jordan pointed out the successes ASCD has had in encouraging a balance of ethnic and female groups and encouraged continuing enthusiasm in these areas, saying there are many groups who don't make this effort. Mr. Costa said it is not enough to talk among the council members at their meetings, and more needs to be done than simply passing a resolution. He said there is a need to devote the time and effort here or appoint a committee to look at the political and emotional means of accomplishing true balance. Mr. Cawelti agreed that there has been too much rhetoric and not enough acting, citing the resolution that was presented in Anaheim (1982) but not passed regarding the encouragement of multi-cultural representation.

**Presentation to Lucille G. Jordan**

Mr. Cawelti presented a framed watercolor sketch of the ASCD headquarters building to Lucille G. Jordan as an expression of appreciation for her fine contributions and outstanding leadership as ASCD president for the 1981-82 term. Ms. Jordan thanked the group, saying the watercolor would have a very special place and would be a continuous reminder of the hard work and extra effort put forth by the council and staff during her presidential year.

**Publications Program Report**

Ron Brandt referred to the Publications Report (attachment B), calling attention to theme issues of *Educational Leadership* planned for 1982-83 and sales of videotapes and other media.

- **Publications Subcommittee Report.** Mr. Brandt called on Bob Taylor, who reported that the Publications Subcommittee had identified several issues at their meeting the day before.

Mr. Taylor said the first issue had to do with the purpose of yearbooks. Mr. Brandt explained that yearbooks are not the landmark publications they should be.
Mr. Estes MOVED and Mr. Kiser SECONDED that the Publications Committee be asked to consider the issue and propose a policy for Executive Council action. MOTION CARRIED.

Another issue concerned proposed publication of a book of readings reprinted from Educational Leadership articles. Mr. Brandt said he had polled the Publications Committee and a few others, and opinion was equally divided. President Davis commented that Robert Leeper had edited a book of readings at one time. Mr. Cawelti said the Leeper book was successful and the proposed book could be offered to new members as a marketing strategy. Mr. Taylor and others said they did not think such a book would sell widely for use with university classes.

Mr. Kiser MOVED and Mr. Taylor SECONDED, to authorize publication of the book of readings on supervision. MOTION CARRIED.

Mr. Estes said the council was spending too much time on the issues raised by the Publications Subcommittee and

MOVED that the other items be referred back to the subcommittee for further consideration. SECONDED by Mr. Hunkins. MOTION CARRIED.

Mr. Brandt pointed out that action was needed on appointment of the Publications Committee for 1982-83 and asked for guidance on preparing nominations in the future. After a brief discussion,

Mr. Taylor MOVED that Publications Committee appointments be for one year but that members could be reappointed for not more than two additional years. Mr. Hunkins SECONDED the motion. MOTION CARRIED.

Mr. Brandt referred to a list of proposed new products in the Publications Report. In the ensuing discussion it was agreed that the Publications Committee is to advise the editor but the Executive Council has the right and responsibility to approve or disapprove publications.

Mr. Estes suggested that the staff prepare a one-page information sheet for every agenda item denoting the type of item (information or decision), background, status, and recommendation. Mr. Brandt said he would provide more complete information about proposed products at future Executive Council meetings.

Mr. Kiser MOVED and Mr. Taylor SECONDED that Mr. Brandt be authorized to continue development of the five media items shown or proposed in the Publications Report. MOTION CARRIED.
Affiliated Unit Activity Report

Mr. Cawelti reported on the ASCD Germany unit which will have full representative status once the constitution is revised to allow for international board members. The existing constitution limits the number of representatives to the Board of Directors and the change will provide for one representative for each new international affiliate unit approved by the board. He said that he anticipated a full gathering of the new Germany ASCD unit by next March and will report in more detail later.

Mr. Cawelti said he had been working through Department of Defense Dependents Schools (DoDSS) to establish an affiliate unit for the Atlantic Region. A September administrators conference to be held in London is scheduled in collaboration with DoDSS. He said the geographical distribution of the Atlantic Region (Scotland, Newfoundland, Bermuda, Cuba, and England) was not as conducive to high attendance as the November workshop sponsored by DoDSS in Wiesbaden, Germany, but that he anticipated an enthusiastic group. He has encouraged participation by the London superintendent, host nations, and private schools, as well as DoDSS personnel.

In addition to the London activity, Mr. Cawelti reported that Malaysia has inquired about affiliation and help from ASCD on a contract basis for the ministry level. He also said he would have more information on the status of the Saudi Arabia inquiry at the October meeting of the Executive Council.

Affiliate Unit Presidents Leadership Conference

Mr. Cawelti said that the affiliated unit presidents meeting held in Alexandria in May was an outstanding success and was enhanced by the fact that they were able to visit the headquarters facility and meet the staff. Consideration will be given to extending the meeting another half-day and holding a training session normally offered through the NCSI program. A financial analysis has been made and $8,000 has been budgeted for the Leadership Conference. It was agreed that although the cost is slightly higher to bring the presidents to Alexandria, the value of visiting the headquarters, meeting and interacting with the staff justifies the additional expense.

Mr. Cawelti said he had visited with the Arizona affiliate unit during its board meeting and commended the professional, efficient manner in which the proceedings were conducted. A suggestion was made that a videotape be produced for use by the affiliate units to help them plan and carry out their board meetings.

- Uniform Beginning Terms for Board Representatives. The current affiliate unit presidents were polled to determine their willingness to implement a policy which would provide for their uniform beginning terms and those of board representatives. This was carried out in response to a request from staff members in order
to simplify and better maintain accurate current records and eliminate monthly changes. The presidents agreed that this practice could be implemented with a transition date of July 1, 1984, and

Mr. Taylor MOVED, Ms. Jordan SECONDED, that, in accordance with the approval of the affiliated presidents, uniform terms for presidents and members of the Board of Directors be implemented effective July 1, 1984. MOTION CARRIED.

Members of the staff present expressed their deep appreciation for this action.

Staff Efforts Commended

President Davis thanked the staff for arranging and carrying out the wine and cheese reception held for the affiliate unit presidents during the Leadership Conference in May. He also gave special thanks to Betsey Thomas for her efforts in arranging the luncheon held at headquarters for members of the Executive Council and the staff prior to this meeting.

Annual Conference Report

Sarah Arlington presented the Annual Conference Report to the Executive Council.


Conference participants were asked to complete and return an evaluation survey. Of the 107 respondents, 42 were board members and 65 were typical conference participants, representing 37 states, including Alaska and Hawaii. Typical reactions to Anaheim activities were positive with most responses excellent or good. Areas judged as poor to any extent were scheduling and the exhibits. Conference format evaluations were assessed by activity:

- General Sessions: Reviews were divided with 47 wanting to change this activity and 57 wanting to maintain the current form. Comments underscored the perceived need for more dynamic speakers.

- Assemblies: 102 respondents wanted to keep the assemblies as they are.

- Lectures, doctoral seminars, master lectures and fishbowl interface activities: Those who responded did so in a positive manner, although apparently these activities are attending to the needs of a small segment of the ASCD membership. Most voted to keep the action labs and special sessions in their current form. Most reported "do not know" on school evaluations, suggesting that
they did not participate in this activity.

Overall major strengths of the conference, according to frequent evaluation comments were felt to be diversity and variety of the conference, the outstanding presenters in the various sessions, the location of the conference, conference facilities, opportunity for informal interaction with fellow educators, and the weather.

1983 Conference Planning

The 1983 Conference Planning Committee met on May 15 in Alexandria. Committee members are: Arthur J. Lewis (FL), Chair; Rita Bryant (TX); Ralph G. McGee (IL); Doris Prince (CA); Donald E. Harkness (NY); and Leonard Valverde (TX). Planning resulted in determining the theme of the 1983 conference, "Liberating, Learning, Leading," and several suggested speakers: Barbara Jordan, Maxine Greene, Barbara Tuchman, Bill Moyers, Theodore White, Isaac Asimov, and O. L. Davis, Jr.

The Master Lecture Series will include: (1) Curriculum Development: Assumptions and Ideas; (2) New Images of Social and Human Development (changing family patterns and role of women); and (3) High Technology.

There was some concern about the number of conference participants who are alone, have no local contacts, and very little to encourage or provide a means whereby they may meet others. Mr. Cawelti said that the Arizona affiliate unit had expressed the same concern and that they would be working with local conference site people to deal with this problem.

Ms. Arlington said that Mr. Bralove is looking into a trip to Mexico as a post-conference feature and that he will have more to report at a later date. Entertainment at the conference will include a bar-b-q with a possible rodeo and the President's dinner and dance.

There was further discussion about the lack of participation and involvement of exhibitors and Mr. Brandt suggested pursuing the Saturday exposition idea that would attract local educators for demonstrations by exhibitors of their products. This would be an activity held before the conference begins devoted solely to this purpose. Ms. Hughes pointed out that this would defeat the purpose of having added Saturday to increase program time, but Ms. Arlington said they could consider ways of doing both.

An effective means of handling no-show presenters was discussed and Ms. Arlington said this problem could be handled in the preliminary correspondence dealing with program proposals.

- Screening Process for Program Proposals. The screening process for selecting presenters (attachment C) was discussed and
Mr. Hunkins MOVED adoption of the planning process for implementation be begin February 1983 for the 1984 annual conference. Mr. Taylor SECONDED the motion. MOTION CARRIED.

- 1984 Conference Planning Committee Appointments. President Davis reminded the group to keep in mind geographical distribution, ethnicity, and sex when considering committee appointments. Ms. Hughes suggested having the locator file maintained by staff at future meetings for referral and this suggestion was well taken.

Mr. Finkel MOVED to appoint Marcia Knoll (NY) as chair of the 1984 Conference Planning Committee. Ms. Hughes SECONDED the motion. MOTION CARRIED.

Mr. Taylor MOVED and Mr. Kiser SECONDED appointment of Geneva Gay (IN) and Carl Grant (WI) to the 1984 Conference Planning Committee for the period 1983-86. MOTION CARRIED.

Preview of 1988 Conference Site

1988 conference sites under consideration are Atlanta, Boston, Orlando, Washington, D.C., and Cincinnati.

Ms. Brownlee expressed her concern about the perception ASCD members would have of Texas because the 1983 and 1985 conferences are scheduled in Houston and San Antonio, respectively. The ASCD position on ERA precluded selecting annual conference sites in non-ERA states, which limited cities available and led to the decision with regard to Houston and San Antonio. Ms. Brownlee said that certainly the local committees would rise to the occasion, but the tremendous amount of work generated by advance planning was causing some concern. In view of this information, Mr. Cawelti recommended that Chicago be explored as the 1985 conference site, and

Ms. Hughes MOVED that Chicago be considered for the 1985 conference rather than San Antonio. Mr. Finkel SECONDED the motion. MOTION CARRIED.

ASCD Leadership Foundation Fund Report

The Board of Trustees, consisting of Don Frost (IL), Chair, Dorothy Bryant (IL), Dick Foster (CA), Jack Frymier (OH), Connie Kravas (WA), Elizabeth Manera (AZ), Lucille Jordan (GA) as Executive Council representative, and Gordon Cawelti, ex officio member, met in Chicago on June 8 to discuss and implement planning for the ASCD Leadership Foundation Fund. Barbara Marentette, ASCD
Leadership Foundation Fund Coordinator, also attended and presented her report of the meeting (attachment D) to the Executive Council. She said there was much discussion of purpose and a number of general recommendations were made. These include establishing the foundation as an entity separate from ASCD, surveying the Board of Directors for major purposes, and how to handle recognition of contributors. Ms. Marentette said the Board of Trustees recommended establishment of a network of human resource development activities as a primary focus of the kind of thing the foundation would support.

Ms. Jordan suggested identifying needs in American education that the foundation could provide, perhaps synthesize research on teaching, leading and motivating, and think in terms of network training. Each affiliate unit would identify a highly respected ASCDer to assist in implementing a network arrangement among the units.

The Board of Trustees moved on action to solicit $100,000 for the fund as soon as possible through contacting former presidents by mail and phone, who will in turn contact their affiliate unit boards. A 50-member state level committee was suggested to help solicit contributions from prominent ASCD members.

Recognition of contributors could include naming them in the conference program, arranging platform seating at sessions or the President's dinner and dance, special badges, or free admittance to national management seminars.

There was considerable discussion surrounding the issue of autonomy of the Board of Trustees in relationship to the Executive Council. Mr. Cawelti said that this effort would be collaborative between the two with the Executive Council providing input through the participation of the Immediate Past President, in this case Lucille Jordan. The Board of Trustees will determine how to solicit funds and the Executive Director will coordinate their efforts. President Davis pointed out that the Phi Delta Kappa foundation is self-perpetuating and that he sees the ASCD Leadership Foundation Fund achieving this status in time.

To date $8,000 have been contributed and Mr. Costa suggested that perhaps in-kind contributions could be made, i.e. an NCSI consultant fee would be given to the foundation and provide a tax advantage for the consultant. Ms. Jordan suggested considering retired ASCD members as resources, scholars in residence, and other similar activities.

Ms. Marentette said that real fund-raising success would be through one-to-one solicitation, peer giving to peer being the most effective means, and cautioned against relying only on publicity. She said that contributors should be given some sense of ownership and participation in the foundation.

Further discussion about a possible leadership training network
prompted a question from Mr. Kiser about how this would differ from a leadership training academy. Mr. Cawelti said that we would want to avail the results to the states, and translate research findings into understandable experiences for people.

Mr. Bralove said that establishing the foundation as a separate entity would involve simply filing the pertinent papers with the IRS and await their approval. At this time,

Mr. Hunkins MOVED to receive the report of the Board of Trustees of the ASCD Leadership Foundation Fund. Mr. Finkel SECONDED the motion. MOTION CARRIED.

In conclusion, it was agreed that the Board of Directors would be surveyed to determine foci of the foundation.

Publications Committee Appointments

The following were suggested to serve on the 1982-83 Publications Committee:

Third year: (Chair) Vincent Rogers
Head, Department of Elementary Education
University of Connecticut
Storrs, CT

Thomas Sergiovanni
Professor of Education
University of Illinois
Champaign, IL

Second year: Theodore Czajkowski
Assistant Superintendent for Elementary and Middle Schools
Bellingham School District
Bellingham, WA

Mary Belle McCorkle
Assistant Superintendent for Instruction
Tucson Unified School District
Tucson, AZ

Gerald Ponder
Associate Professor of Education
North Texas State University
Denton, Texas

First year: Barbara Quick
Instructional Supervisor
Region B
Washington, D.C.
First year (cont'd.): Gilbert Valdez  
Supervisor of Curriculum Development  
Minnesota Department of Education  
St. Paul, WA  

Mr. Taylor MOVED and Mr. Costa SECONDED  
approval of these appointments. MOTION  
CARRIED.

Executive Session

The proposed employment contract for Mr. Cawelti was discussed  
at length, and

It was MOVED and SECONDED that President Davis  
be authorized to complete the signing of the  
contract with Mr. Cawelti after a number of  
minor revisions or clarifications had been  
made and legal counsel retained to review the  
document before signing. MOTION CARRIED.

The Executive Council reconvened in open session.

Review Council Report

The Review Council Report was mailed with the minutes of the  
March meeting of the Board of Directors to the Executive Council  
and Board of Directors and Mr. Cawelti said no action was neces-  
sary at this time. He reported that a major concern of the Re-  
view Council is the continued refinement of the policy handbook  
which requires codification and attribution. Staff members Anita  
Fitzpatrick and Betsey Thomas will assume responsibility for this  
task.

The Review Council is recommending an appraisal process of associa-  
tion goals and Mr. Cawelti said he felt this to be useful but ex-  
pressed caution about the frequency of board surveys on such matters  
since this was perhaps overdone last year. He said a formal ap-  
praisal process could be built into the base long-range plan, or,  
as Mr. Taylor requested, use a limited selective sampling rather  
than full-scale membership survey.

Mr. Cawelti said that this year the Review Council will meet in  
September rather than in conjunction with the Executive Council  
in October.

1982 Resolutions

The 1982 Resolutions adopted by the Board of Directors on March 22,  
1982, in Anaheim (see attachment E for complete wording) have been  
acted on as follows:

1. Utilizing Advanced Technology. Program Development committee
has been appointed (ASCD Educational Technology Project); ASCD is publishing a booklet on the subject with projected availability in June; and the 1983 conference will program an assembly on the subject.

2. Reaffirmation of Equity and Cultural Pluralism. This resolution acted as an affirmation of ASCD's commitment to this philosophy and will be included in the policy analysis effort discussed later in the meeting.

3. Martin Luther King, Jr., Commemorative Day. ASCD will inform local, state and federal government agencies of this resolution and urge establishment of a Martin Luther King, Jr., Commemorative Day.

4. Child Abuse and Child Neglect. Mr. Brandt is considering ways of acting on this resolution, perhaps with an article in Educational Leadership.

5. Censorship. Program Development Committee on Censorship will meet in Alexandria on June 14-15 and will make their report after that time.

6. Curricular Mandates. Mr. Cawelti said he thought this resolution should have attention under policy analysis, particularly since this had to do with situations such as compelling a state to teach both versions of the origin of humans. He said he felt creationism is a significant move and that legislation could begin to define the meaning of anything if not addressed by ASCD as a serious concern, and that this practice is hazardous to the teaching of curriculum.

7. Challenges to Materials Selection. Mr. Brandt suggested that this issue perhaps could be dealt with in collaboration with the American Association of Publishers or through the Censorship Committee.

8. Critical Contemporary Issues. This resolution will be addressed at the 1983 annual conference as a subject of a Master Lecture Series. Mr. Brandt said the April issue of Educational Leadership would address this concern.

**Resolutions Process**

The Executive Council discussed at length the difficulties with the resolutions selection process and it was noted that eight "solid, meaningful" resolutions would be preferable to a large number that could not be properly and seriously addressed.

The open business meeting held at the 1982 conference where the resolutions were submitted, debated and adopted was discussed at length. Mr. Cawelti mentioned some of the difficulties encountered at that meeting, saying that some issues dealing with pluralism and
multi-cultural matters were voted down, which reflected a posture with which ASCD doesn't agree. President Davis said that when resolutions are adopted, there is an obligation to consider an appropriate response and Mr. Brandt submitted his suggested procedure for how ASCD does respond. He said that there was some confusion, illustrated by the open business meeting proceedings, about what a resolution should be. He said he felt it should be a statement of position and not a call for action unless the Executive Council, after thorough study, prepares an action plan, which would be reported to the board and to the membership. Discussion continued and

Mr. Kiser MOVED acceptance of the suggested procedure for ASCD resolutions. Mr. Estes SECONDED the motion.

Mr. Hunkins said that Mr. Brandt's comments did not speak to the suggested procedure, but rather to the direction or stand ASCD should take with the statement of value. He said that as former Resolutions Committee Chair he was very much aware of the effort and deliberations that went into the resolutions by the affiliate units and the committee. He said it's also very difficult for the membership to determine if the Executive Council or the ASCD staff is acting on their values.

Mr. Kiser said in response that the record of action taken has been annually brought back to the membership and he felt that that spoke well to the kinds of efforts made on behalf of resolutions adopted.

Mr. Brandt reiterated that he felt the most effective procedure would be for establishment of strong statements, the Executive Council would plan those best kinds of actions, and then report what has been done to the Board of Directors and to the membership. He said he didn't feel it was in the best interests of the membership for one individual to obtain a commitment from ASCD to carry out something and then disappear once his purpose had been served. Ms. Hughes pointed out that any commitment would be with the affirmative vote of the membership at the open meeting and then the Board of Directors.

Mr. Finkel said the two kinds of resolutions are (1) action and (2) position. He said it's the function of the Resolutions Committee and the author of the resolution to determine what the implementation should be, and that rules and regulations of the resolutions proceedings were at one time distributed so that arguments wouldn't ensue on the floor.

President Davis observed that this group may be talking around a basic point, that a resolution is not both things. A resolution is a statement of opinion and a motion is the focus of action.
Mr. Brandt said he felt that NAESP had an efficient procedure and he urged the council to find a way to deal with the resolutions so that ASCD could feel proud of its response. Mr. Cawelti said he thought it was clear that the resolutions meeting should not be a place for debate over whether a working group should be established; that a resolution should be a suggestion and out of that the Board of Directors would establish action.

Members of the council supported Mr. Finkel's suggestion to establish a subcommittee to consider Mr. Brandt's suggested procedure. No appointments were made but President Davis said he would ask a group to work on this.

Mr. Hunkins moved to table the existing motion. Mr. Robinson seconded the motion.
MOTION CARRIED following a show of hands.

Constitutional Review Committee Report

Robert Hanes (NC) chaired the Constitutional Review Committee on which the following served: Don Frost (IL), Phil Robinson (MI), Chon LaBrier (NM), Regina Cain (CA), and Delmo Della-Dora (CA). Mr. Cawelti reviewed the contents of the report, which was submitted to the Board of Directors at the March annual conference for roundtable discussion. The board approved certain parts of the document submitted and requested some revisions. At the final meeting of the board a straw vote was taken to clarify direction to be taken by the committee and the report submitted to the Executive Council at this meeting is the result of board input. After consideration and any changes by the Executive Council, the constitutional revisions will be submitted to the membership for their approval.

The council discussed the continuing problem of establishing a quorum at the open business meeting in order to conduct the business of the association. Consideration was given to changing the existing 5% quorum requirement, and

Ms. Hughes moved that the constitutional amendment be changed from 5% to 25% of the annual conference registrants. Motion died for lack of second.

Mr. Finkel said that Ms. Hughes' point is well taken, that it's difficult to conduct the business of the association with little interest and poor attendance by the membership. As it stands now, the board carries the vote when there isn't a quorum. It was pointed out that even though it is difficult to establish a quorum, the board has an open meeting policy and that the membership is welcome to participate in the proceedings of the regular Board of Directors meeting, although only board members may vote.
Further discussion pertained to the provision for election of the Review Council by the total membership rather than the Board of Directors. A motion to provide for election of the Review Council by the board was defeated, and

Ms. Hughes MOVED to strike "...Board of Directors..." and substitute with "...membership..." in Article VII, Section 2, so that it would read, "The Review Council shall consist of five members of the Association who shall be elected by the membership..."

Mr. Estes SECONDED the motion. MOTION CARRIED.

It was felt that Article VIII, Section 1 of the By-Laws could be clarified by changing the wording of the first sentence from "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..." to "...territories of the United States..."

Mr. Robinson MOVED and Mr. Costa SECONDED this change, and suggested section 3 of the current constitution, "No group which is a geographical part of an affiliated unit may affiliate with the Association," be added as Section 2. MOTION CARRIED.

It was suggested that the constitution not be revised to provide for first class mailing of the National Election ballot because the new mailing procedure calls for the mailing date to be one month in advance of the deadline. Several council members said they had received their ballots far in advance of the deadline this past year, and that the difference between the current projected $1,300 postage cost and the $7,000 first class postage cost was substantial.

Mr. Estes MOVED to strike the requirement to send the ballot by first class mail. Mr. Hunkins SECONDED the motion. MOTION CARRIED.

Ms. Hughes suggested having "Ballot - Please Forward" printed on the ballot and her suggestion was well-taken.

Ms. Hughes observed that "according to the constitution, the members of the Executive Council elected from the Board of Directors continue to represent the affiliate unit as board members," and

Ms. Hughes MOVED that this provision be consistently implemented in communications from the national office to affiliate units. This will help ensure that the membership of 200 members of the Board of Directors be maintained." Mr. Finkel SECONDED the motion.
Discussion followed with regard to policy for replacing vacancies created by election from the board or membership to the Executive Council and because it was felt that this issue needed further consideration and clarification.

Mr. Kiser MOVED to table this motion until the October meeting of the Executive Council. Mr. Taylor SECONDED the motion. MOTION CARRIED following hand vote.

In order to facilitate the recommended constitutional changes, Mr. Cawelti suggested and

Mr. Robinson MOVED that the Executive Council accept the Constitutional Review Committee Report with the changes herein, and that it be transmitted to the membership for ballot approval. Mr. Hunkins SECONDED the motion. MOTION CARRIED.

Mr. Cawelti said that the revised constitution will be printed with an explanation of the changes and revisions before mailing to the membership.

ASCD Long-Range Planning

Mr. Cawelti reviewed the current long-range five-year plan which extends from 1978 through 1983. He stressed that long-range planning is an important part of developing a policy and analysis program for ASCD, and said he was impressed with the affiliate unit sensitivity to the extent to which they look to the national office for leadership in this area. He felt that their efforts are not in total synchronization with those of national ASCD right now, and although they do have and will have substantial autonomy, their efforts should be incorporated into a long-range futures emphasis. He urged discussion of a worthwhile plan that would spell certain consequences, although they haven't been yet translated into programmatic matters.

The council was asked to consider how to plan and implement a futures-minded policy analysis program, and be ready in October to consider data and issues for deliberation. Mr. Cawelti said this process should again be followed for the period between October and March 1983, consider what has been developed thus far, and take action one year from now to adopt a new long-range plan. President Davis said that long-range planning would be determined by the staff, Board of Directors and Executive Council, and that outside consultants would not be used. Mr. Cawelti said the last time issues were identified, considerable time was spent trying to explain what was being done about them and he said he felt a better posture on an issue would be where they would stand five years or so from now, and zero in on issues to be addressed in the future. Mr. Hunkins
supported the importance of forecasting issues that are not currently under consideration but will be of educational concern in the near future.

Four concepts were mentioned for consideration: (1) conditions (urban education); (2) perceptions (poll the membership); (3) forecasting and anticipating what will be coming along; (4) evaluations of current programs.

Authorization of Use of President's Fund

The President's Fund is to assist the ASCD President in carrying out his/her leadership role for the year of office, the year preceding and the year following. It is used at times to provide institutional support (replacement for the President if he/she has to be away from his/her professional duties while carrying out official ASCD activities), secretarial-clerical support, postage and telephone expense, spouse travel, and other reasonable expenditures. Mr. Cavelti recommended establishing a separate fund for institutional support, and

Mr. Taylor MOVED to accept the recommendation that at each June meeting of the Evaluation Committee, the president-elect and/or president report his/her needs insofar as he/she anticipates financial responsibility for his/her home institution during the coming fiscal year. The Executive Director shall relay such financial needs to the Executive Council for its action. This is intended to supplement annual requests for use of the President's Fund, which continues to be used for the other purposes mentioned. Mr. Estes SECONDED the motion. MOTION SECONDED.

National Curriculum Study Institutes (NCSI)

Ms. Long reported on the 1982 summer NCSI schedule (attachment F), and the 1982-83 schedule (attachment G). Mr. Hunkins expressed his concern that the NCSIs are inaccessible to a large segment of the membership because of the fees. Mr. Bralove replied that the fees, which are considerably lower than most, are set strictly to maintain a break-even financial condition, and Ms. Long said she would look into some money-saving possibilities, such as inexpensive campus housing. Ms. Long said she would welcome the appointment of a committee to give her input on NCSI topics, locations, fees and conditions that would encourage more widespread participation by the membership. Mr. Cavelti said as well as providing an opportunity for professional growth, the NCSIs provide important visibility for the association.
Program Development Report

Ruth Long reported on the following committee activities:

- **Curriculum Theory Committee.** Committee members O. L. Davis, Jr., Chair, Wells Foshay (CT), Dorothy Huenecke (GA), Jim MacDonald (NC), and Ron Brandt, ASCD staff, met in Alexandria on May 17-19. They discussed a proposed new ASCD publication, *Perspectives on Practice*, a semi-annual refereed journal, which would be mailed to comprehensive members in place of one booklet.

President Davis said the Curriculum Theory Committee was formed in response to a part of the five-year long-range plan. He said the final report of the committee would be scheduled for deliberation at the October meeting of the Executive Council.

- **ASCD Secondary School Network on Redefining General Education.** The 1983 summer conference of the high school network will be held July 25-27 at the Wingspread Conference Center, Racine, Wisconsin. The Johnson Foundation provided the conference facilities for last July's meeting as well as the one scheduled for this July. Mr. Kiser asked that the record show that he said the May issue of *Educational Leadership* on general education was excellent.

- **ASCD Educational Technology Project.** Committee members Gwyn Brownlee, Chair, Bill Denton (TX), Nolan Estes (TX), Tim Grady (TX), Alice Houston (OK), and Pat Sturdivant (TX), will meet in Texas in mid-June. Ms. Brownlee said the mission is becoming more clear and that they are now looking at videotape development.

- **Project on Censorship and the Curriculum.** Project members LaBarbara Gragg (MI), Chair, Ronald Hibbard (OH), Ann Kahn (VA), Anthony Labriola (PA), and Charles Park (WI) are scheduled to meet in Alexandria on June 14-15. There was some discussion on the charge of this group, and that they may be dealing with issues beyond censorship. A more formal report will be ready for the October meeting of the Executive Council.

- **Women's Leadership Project.** The project members, Nancy Evers (OH), Chair, Phil Robinson (MI), Jacqueline Clement (MA), Betty Dillon-Peterson (NE), Yvonne Ewell (TX), and Bernice Wolfson (AL), are preparing recommendations for a policy statement on women's involvement in the association and on equity in general. They continue to be interested in conducting a conference (possibly in cooperation with other organizations such as NSBA, AASA, NASSP, and NAESP). Papers for the conference could be shared.

Program Development for 1983

The Program Development Committee, Executive Council members Gwyn Brownlee, Lu Kiser, Sid Estes, and Pete Quinby (absent), met preceding the Executive Council meeting to consider programs to be
developed in 1983. Ms. Long presented the following topics for council consideration, saying that program development provides an area in which President Davis' emphasis on and commitment to the importance of ideas and people can be demonstrated.

- **ASCD Slide Tape Presentation.** Funds for this project will be used to produce a slide/tape presentation about ASCD. Included will be the history of its origin and evolution, major issues, values, etc. The slides can be shown at affiliated unit meetings and to other interested groups.

  Project Member: Glenys Unruh (MO)

  Funding: $5,000

  Report Due: March 1983 - can be shown at annual conference and at Presidents Leadership Conference.

  Ms. Brownlee MOVED adoption of the ASCD slide/tape presentation project. Mr. Taylor SECONDED. MOTION CARRIED.

- **Revision of NCATE Guidelines.** In 1974 the working group on the Role, Function and Preparation of the Curriculum Worker began an intensive study of the field of curriculum and resulting practice. The summary of their efforts was published in a 1976 monograph, *Curriculum Leaders: Improving Their Influence.* ASCD's *Standards and Guidelines for Evaluation of Graduate Programs Preparing Curriculum Leaders* grew out of its recommendation, were approved by Executive Council in June 1980 and were submitted to NCATE in July 1980. Since then about 50 requests for these *Standards* have been answered.

  The members of this committee will revise and update ASCD's *Standards and Guidelines for Evaluation of Graduate Programs Preparing Curriculum Leaders* according to NCATE requirements.

  Project Members: Gerald Firth, University of Georgia
  Allen Sturges, University of Missouri

  Funding: $2,500

  Report Due: October 1983

President Davis urged support of NCATE in order to allow ASCD participation in recommending guidelines for institutions seeking accreditation.

  Mr. Finkel MOVED that $2,500 be authorized to provide for official ASCD affiliation with NCATE as an associate member, and that O. L. Davis, Jr. be designated liaison. Mr. Costa SECONDED. MOTION CARRIED.
As an associate member, ASCD will (1) be a voting board member who will judge institutions seeking accreditation, (b) be able to set standards, and (3) have an opportunity to select school, college and university personnel to be on accreditation teams.

Mr. Taylor spoke to ASCD's membership in NCATE, saying that by participating ASCD can add to the strength of the group, and that by not becoming a part of NCATE, the accreditation concept would break down.

After further discussion President Davis requested a project report on NCATE revisions in October.

- **Videodisc Development Project.** Members of this working group (1) will explore what ASCD should be doing in the videodisc field, and (2) will determine the feasibility of producing a demonstration videodisc for training and teaching purposes.

  Funding: $8,000

After discussion, the Executive Council felt that this program should be presented for consideration at the October meeting of the Executive Council.

- **ASCD Educational Technology Project.** This working group was established in October 1981 with the intention that it would be funded for three years: **year 1** - the committee members were to collect and summarize the efforts of other (eg., organizations, exemplary projects, and school programs) working in the area of educational technology; **year 2** - they are to produce a videotape/disc containing elemental information on technology including purpose served, cost effectiveness, curriculum control, software development and distribution, start up, development and diffusion of system and inservice of staff; **year 3** - to be determined based on outgrowth of years 1 and 2.

  Funding: $5,000

After discussion, the Executive Council felt that this program should be presented for consideration at the October meeting of the Executive Council.

- **Secondary School Network on Redefining General Education.** This project is to engage the local community of each network high school in a year-long study-analysis of the adequacy of existing general education provisions, and to plan and to propose alternative provisions for initial implementation in the 1982-83 school year. Each of the 17 high schools has a team consisting of the principal, superintendent or assistant for instruction, board member, teacher representative or department chair. It is assumed that network schools will want to meet twice during 1982-83 to share what they are doing in beginning to implement the general education curricula they have developed for their secondary schools.
Funding: $8,000 (cost of February and July meetings)

Report Due: October 13, 1983; 1983 funding for analysis of network curriculum and its relationship to other national high school projects. This synthesis of work in the area of secondary education could be the basis of ASCD policy analysis.

After discussion about this project and activities over the past year,

Ms. Brownlee MOVED continuing support of the secondary school network on redefining general education. Mr. Taylor SECONDED. MOTION CARRIED.

- **Project of Effective Approaches to Supervision.** Instructional supervision is a critical factor in the success of schools. A basic need exists to enhance and to improve the education in an era of continuing emphasis on accountability and quality. Members of this committee will explore approaches to supervision which can be used effectively and will help the association plan what it should do in the next 10 years to help school staff who are assuming supervisory responsibilities. The committee members should review ASCD's contributions to supervision, consider alternative efforts, and present recommendations to the Executive Council. Second year funding of these recommendations (e.g., a research project, videotape, etc.) will be made in June 1983.

Funding: $7,000

Ms. Brownlee asked that she go on record, saying this project is critical to the success of schools, and that ASCD should continue to support it. Because of the importance of this project and lack of time, it was decided to give the membership of this project careful consideration, and

Ms. Hughes MOVED to table approval of the Project of Effective Approaches to Supervision and return to it at the October meeting of the Executive Council. Mr. Hunkins SECONDED the motion. MOTION CARRIED.

**Policy Analysis Project**

Mr. Cawelti distributed information on a recommended project dealing with policy analysis (attachment H). He discussed the need for ASCD to be involved actively in policy analysis and to influence federal and state activity with regard to educational concerns. ASCD would select an area such as bilingual education, prayer in the schools, or any issue of interest and importance to the membership in which to become involved. President Davis said a system should be
established that will make such policy analysis a part of ASCD, funds should be made available to name experts to assist in the analysis of issues and give ASCD some "informed muscle" at the federal and state levels.

Mr. Costa MOVED and Mr. Hunkins SECONDED adoption of the Policy Analysis Project report and implementation of the project, with initial funding set at $10,000 the first year and increases thereafter upon review. MOTION CARRIED.

President Davis asked that the minutes show that the intent is to poll the ASCD membership in order to determine their areas of interest.

With regard to program development in general, Mr. Costa said he is impressed with Ms. Long's coordination of efforts and asked if a program development advisory committee would be helpful to her. She responded that there is no established committee with whom she currently works and President Davis said this could be added to the October Executive Council meeting agenda.

**Resolutions Committee Appointments**

Mr. Hunkins, who has chaired and served on the Resolutions Committee,

MOVED that JoAnne Martin-Reynolds (OH), current member of the Resolutions Committee, be appointed for one year to serve as chair of that group. Mr. Finkel SECONDED. MOTION CARRIED.

The remaining appointments will be made at the October meeting of the Executive Council.

**Selection Committee Appointments**

President Davis said he would appoint by mail the three Executive Council members to the Selection Committee to Select the Nominating Committee for the 1984 National Election Slate due to the amount of business still be handled and the lack of time.

**ASCD Calendar**

The council discussed the pros and cons of continuing to offer the ASCD calendar, which is a $10,000 budget item. Mr. Cawelti said that its importance lies in the visibility it provides for various affiliate unit activity and is largely symbolic. It was suggested that the format be altered so that the printing on the days wouldn't interfere with notations to be made.
Mr. Hunkins MOVED continuation of the calendar taking into consideration the recommendations made here and the suggestion that the opinion of the Board of Directors be solicited with regard to its continuation. Ms. Brownlee SECONDED. MOTION CARRIED.

Authorization of FY '83 Budget for Transmittal to the Board of Directors

Mr. Taylor MOVED to transmit the projected FY '83 budget to the Board of Directors by mail in August. Mr. Hunkins SECONDED. MOTION CARRIED.

Mr. Cawelti said that possible future financial outlay would be shutters for the headquarters building ($5,000), some word processing equipment ($5,000), and postage for the mailing of the constitutional revisions ($7,000). President Davis said those would be included in the budget for transmission to the board this August.

Dissertation Awards Policy

President Davis had asked Mr. Hunkins, Mr. Robinson and Ms. Long early in the meeting to meet and develop dissertation award guidelines. They presented several suggestions: (1) the dissertation awards should be continued and awarded in three areas, (a) curriculum development, theory and practice, (b) instructional supervision theory and practice, and (c) instructional procedures, theory and practice.

Anyone whose dissertation was completed and approved during the academic year of September 1, 1981 - August 31, 1982 from an institution of higher education which is accredited by a regional accrediting agency may enter.

The dissertation abstracts will be submitted to a referee panel comprised of professors and practitioners who are members of ASCD. Five finalists will be selected in each category and will receive a certificate of recognition. From these finalists, winners (0-3 in each category) will be chosen.

The winners will be recognized at ASCD's 1983 annual conference in Houston, March 5-8, where they will present papers on their dissertations. The winners will receive a two-year complimentary comprehensive membership in ASCD and a plaque.

Mr. Hunkins MOVED acceptance of these suggestions and Mr. Taylor SECONDED the motion. MOTION CARRIED.
Study Tour Travel

The Executive Council discussed ASCD's participation in the study tour travel packages to China and Russia coordinated by Kent State and co-sponsored by Phi Delta Kappa. It was felt that the matter of who benefits from this in terms of the complimentary trips available should be looked into, and that the Executive Director should be designated as the ASCD representative in this program.

Ms. Brownlee MOVED to designate the Executive Director as the official liaison to implement policies of foreign study travel. Mr. Robinson SECONDED the motion. MOTION CARRIED.

Business Deferred to October Executive Council Meeting

It was agreed that the following items should be deferred to October in order that they receive careful consideration of the Executive Council: (1) affiliation with the Committee for Educational Funding; (2) consideration of a request to join the Associated Organizations for Professionals in Education (AOPE); and (3) discussion of distribution policy on teacher evaluation materials.

Future Meeting Dates

Executive Council:

October 14-16, 1982 - Alexandria. Arrive evening of Wednesday, October 13, and plan to work through Saturday, October 16, with possible extension through Sunday afternoon if necessary.

March 3, 1983 - Houston

June 9-11, 1983 - Alexandria

Board of Directors:

March 4, 1983 - Houston

Affiliated Unit Presidents Leadership Conference:

May 5-7, 1983 - Alexandria

Adjournment

Mr. Hunkins MOVED to adjourn the meeting of the Executive Council. Mr. Taylor SECONDED the motion. MOTION CARRIED.
ADMISTRATION AND GOVERNANCE

RACIAL COMPOSITION REPORT

June 1982

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**Executive Council**

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Executive Director's Staffing Goals:

1. Increase minority representation at Level 2;
2. Seek male replacements at Levels 2 and 3.

Executive Council

1. Balance appears desirable but Native-American representation is missing;
2. No non-public school representation.
3. Insufficient minority representation
STATUS OF ACSD PUBLICATIONS
June 1982

Published
- Supervision of Teaching, edited by Thomas Duvall...
  January 1982

Planned
- "Transforming the Curriculum," edited by Russki English...
- "Research and Practice in Education," edited by Philip Barford...
- "Mental Development," edited by Patricia Link...

Published
- Developmental Supervision, by Carl Block...
  June 1981
- Mathematics Education: Research Implications for the Field, edited by Kenneth Fennema...
  August 1981
- Applied Strategies for Curriculum Evaluation, edited by Ken Brandt...
  November 1981
- Educated Children, Healthy Children, edited by Edward R. Zeyen...
  December 1981
- Improving Basic Skills in Secondary Schools, edited by Daisy Wills...
  March 1982
- Helping Teachers Manage Classrooms, edited by Patricia Duvall...
  May 1982

Planned
- "Education's Role in Community," edited by Michael Middle...
- "Social Studies Priorities and Needs," in cooperation with the Social Science Consortium, edited by Irwin Marzec...
- "Using Effectiveness Research," by David Aiken, Bill Howitt, and John Reiss...
  (August 1982)
- "Teacher Evaluation," by Thomas McCrea...
  (August 1982)
- "Cooperative Learning," by David and Sherry Johnson...
  (August 1982)
- "Differentiated Supervision," by Allen Blather...
  (August 1982)

Projected
- "Curriculum Management," by Thomas English and Betty Stoff...
  (August 1982)
- "Staff Development," by Bruce Joyce...
  (August 1982)
- "Readings in Supervision"

STATUS OF ACSD PUBLICATIONS
(continued)

- Planning for Better School Discipline, by James Meade...
  (August 1981)
- Computers in the Classroom, by...
  (August 1981)
- Planning Curriculum with a Purpose...
  (August 1981)

Planning
- "Models of Teaching," with Bruce Joyce (video)
- "Essentials of Education," by Barbara Day (filmstrip)
- "Early Childhood Education: Curriculum Organization and Classroom Management," by Barbara Day (filmstrip)
- "Developmental Discipline," with Kevin Walsh (video)
- "Effective Mathematics Teaching," with Thomas Good (video)
- "Intensive Supervision," with Richard Manett (video)

Proposed
- "Improving Teacher Effectiveness" (video)
- "Revising General Education in Secondary Schools" (filmstrip)
- "Teacher Motivation" (video)
- "Selecting Instructional Materials" (video)
- "Teacher-Mode Tests" (filmstrip)

EDUCATIONAL RESOURCES

- "Teaching Thinking Skills" (video)
  Teaching Thinking Skills, by the ACSD, 1980
  December 1981
  January 1982
  February 1982
  March 1982
  April 1982

- "Cutting Back" (video)
  Cutting Back, by the ACSD, 1980
  May 1982

- "Developing Leadership in Education in Other Nations" (filmstrip)
  Developing Leadership in Education in Other Nations, by the ACSD, 1980
  May 1982

- "Attending School: Redefining General Education in Secondary Schools"
  Attending School: Redefining General Education in Secondary Schools, by the ACSD, 1980
  May 1982

- "Teaching the Future" (video)
  Teaching the Future, by the ACSD, 1980
  May 1982

- "Managing for the Future" (video)
  Managing for the Future, by the ACSD, 1980
  May 1982

- "Creating Effective Schools" (video)
  Creating Effective Schools, by the ACSD, 1980
  May 1982

- "The Art and Craft of Teaching" (video)
  The Art and Craft of Teaching, by the ACSD, 1980
  May 1982

- "Improving Productivity in Education" (video)
  Improving Productivity in Education, by the ACSD, 1980
  May 1982

- "Teaching Today's Young" (video)
  Teaching Today's Young, by the ACSD, 1980
  May 1982

- "Critical Contemporary Issues" (video)
  Critical Contemporary Issues, by the ACSD, 1980
  May 1982

- "Preparing for the Future" (video)
  Preparing for the Future, by the ACSD, 1980
  May 1982

Ron Brandt
Executive Editor
SALE OF PRINTED MATERIALS

Total Sales of Recent Publications (through April 30, 1982)

1. General

1967 Developing Basic Skills Program

1968 Changing School Mathematics

1969 Helping Others, Healthy Habits

1970 Helping Others, Health Habits Chart

1971 Applied Strategies for Curriculum Evaluation

1972 Mathematics Education Research: Implications for the 80s

1973 Developmental Supervision

1974 Effective Instruction

1975 Measuring and Achieving the Goals of Learning

1976 Educating English-Speaking Immigrants

1977 Other Education

1978 Alternative to Individualized Education

1979 Preparing Your Curriculum Guide

1980 Readings in Curriculum Implementation

1981 Handbook on Basic Citizenship Competencies

1982 Clinical Supervision

1983 Parents: Parents and Schools

1984 Moving Toward Self-Directed Learning

1985 Bilingual Education for Latinos

1986 Classroom-Related Research in the Language Arts

1987 Selecting Learning Experiences

1988 Democratic Education: Objective and Assessment

1989 About Learning Materials

1990 The School's Role as Local Authority

1991 Curriculum Theory

1992 Multicultural Education

1993 Staff Development: Staff Liberation

1994 Curriculum Leaders: Improving Their Influence

1995 Degrading the Grading Myth

1996 Evaluating, Revising, Authorizing

1997 Middle School We Need

1998 Developmental Chart of Children and Youth (revised)

1999 Professional Supervision

2000 Music Appraisal

2001 Elementary School Mathematics (revised)

2. Textbooks

1982 Supervision of Teaching

1983 Staff Development/Organization Development

1984 Considered Action for Curriculum Improvement

1985 Lifelong Learning: A Human Agenda

1986 Improving the Human Condition

1987 Teaching, Sale, and the Art of Growing

1988 Perspectives on Curriculum Development

1989 Schools in Search of Meaning

1990 Preparing, Advising, Placing

SALOE OF AUDIOCASSETTES

= Total Sales

September 1, 1976 - August 31, 1979  3225

September 1, 1979 - August 31, 1980  4965

September 1, 1980 - August 31, 1981  4962

January 1, 1981 - December 31, 1981  10,741

May 1, 1981 - April 30, 1982  10,394
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<td>SALES</td>
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<tr>
<td>Improving School Climate (Filmstrip Kit)</td>
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<td>The Supervisory Process: Helping Teachers to Improve Instruction</td>
<td>August, 1978</td>
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<td>Selecting Appropriate Leadership Styles for Instructional Improvement</td>
<td>January, 1978</td>
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<td>Effective Classroom Management</td>
<td>August, 1980</td>
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<td>Implementing Humanistic Education in the Schools</td>
<td>August, 1977</td>
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<td>Designing a Middle School for Early Adolescents (Withdrawn November, 1979)</td>
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<td>March, 1981</td>
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<td>Multicultural Education</td>
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## Sales, Rentals, and Previews of ASCD Media

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<td>Restoring Confidence in Our Schools</td>
<td>February, 1980</td>
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<td>The Writing Process</td>
<td>November, 1981</td>
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**Total Income from Cumulative Videotape Sales, Rentals, and Previews: $912,335.**

**Total Income from 3/4 Fiscal Year Videotape Sales, Rentals, and Previews: $265,080.**  
(Total Billed Sales)  
(Based upon member prices for sales)

Prepared by Carolyn Shell, Publications Fulfillment Manager  
May, 1982
PROPOSED CONFERENCE PLANNING PROCESS FOR SELECTING PRESENTERS

Criteria for Screening

1. Executive Council should assure that in appointing Conference Planning Committee, persons with expertise in elementary, middle, secondary, supervision and curriculum in general are appointed. ASCD Professional staff should be selected to assure maximum spread of experience in various fields (secondary, elementary, supervision, curriculum, etc.)

February Prepare copy on "Call for Proposals" defining areas (elementary, secondary, etc.) of needs and kinds of sessions (assemblies, labs, etc.) along with format for proposing, deadlines, and criteria for selection.

April 15 Latest date for sending out post conference UPDATE issue which contains "Call for Proposals"

May 15 Conference Planning Committee meets

June 15 Deadline for receiving proposals--staff assists Sarah with sending proposals to Conference Planning Committee members (in special areas) plus to other panel members who will rate proposals.

July 15 Conference Planning Committee and Staff confer to recommend sessions to be included in program.

Balance of Year Staff develop card file in specialized areas in 3 categories:

1. Popular topics--frequency of appearance in journals, programs, states, etc.

2. Issues that continue or are emerging (science and math achievement)

3. Controversial positions taken by persons
Present at the June 8, 1982, meeting of the ASCD Leadership Foundation Board of Trustees were: Donald Frost (chair), Lucille Jordan (past president), Dorothy Bryant, Jack Frymier, Richard Foster, Connie Kravas, Elizabeth Manera, Gordon Cawelti (Ex Officio), and Barbara Marentette (Foundation Coordinator).

Official motions made by Gordon Cawelti and approved by all members were:

1. A separate foundation will be explored by ASCD headquarters staff. Appropriate letterhead will be designed once a decision is made.

2. The Executive Council and the Board of Directors will be surveyed on an official purpose of the foundation (see #4).

3. One-to-one solicitation efforts for the first $100,000 (donations of $1,000 or more) will include:
   1) former presidents being contacted by Gordon Cawelti and others by letter and phone,
   2) former presidents being asked to contact members of their executive council by letter and phone,
   3) an appointed 50 member state-level committee contacting prominent ASCD members.

4. The purpose of the foundation will be to establish a National Leadership Training Network, which would emphasize building people—not programs. This network will include:
   1) research synthesis to emphasize teaching, leading, and motivating,
   2) development of training, which would increase human potential.

Some suggested academic areas are:

science teaching, leadership, marketing of schools, social science teaching, and motivation of school employees,

3) implementation of training. Although the emphasis is on people, a possibility for implementation includes identifying an unused school building in each state to be used as a training center, which would be in addition to the national training center. Implementation could include
teleconferences and interactive video,

4) awards to schools or programs for outstanding training,

5) global interdependent foreign study exchange.

5. Annual Conference foundation activities include:

1) listing of names in a program addendum of donors in categories to be decided by headquarters staff emphasizing donations of $1,000,

2) recognition of donors at several activities including the opening meeting and the President's Ball,

3) financial management seminar to be open to all members at a nominal charge and free to donors,

4) specially designed badges for purposes of recognition and incentive for contributions from other members.

Among other items discussed were:

1. Information about the tax incentives for end of the year contributions will be discussed in the November Educational Leadership.

2. Progress reports of foundation activities will be made in ASCD publications.

3. The wording of the ASCD foundation acknowledgement letters will be checked to insure meeting IRS requirements for a tax receipt.

4. Tips will be provided on how to solicit money comfortably and successfully.

5. Gifts of appreciated stock and challenge gifts will be explored as an alternative to outright cash gifts. ASCD will seek special counsel to avoid legal and tax complications.

6. An emphasis will be placed on annual giving--make it a habit. The Phi Delta Kappan Foundation will be examined as a working model.

June 10, 1982
1. Utilizing Advanced Technology

Computers, computer software, videodiscs, teaching machines, and other technologies are becoming increasingly available for school use. Many schools are incorporating these support systems in their educational programs. With this proliferation of computers, related technologies, and various software, there is an increasing need for all educators to understand not only the mechanics of the materials and equipment, but the assumptions implicit in their use. If educators lack this understanding, the new technologies may become ends in themselves.

Therefore, ASCD should furnish guidelines for the effective use of these. Further, ASCD should disseminate such information through its publications and/or institutes.

2. Reaffirmation of Equity and Cultural Pluralism

ASCD recognizes, values, and encourages equity and cultural diversity as major goals of education in our pluralistic society. ASCD expresses its continued support and urges members and all national leaders as well to demonstrate support of equal opportunity, multicultural and multiethnic education, affirmative action, and professional development without regard to race, religion, sex, and national origin.

ASCD should reaffirm the association's commitment to equity and cultural diversity by regularly assessing its activities and by stating its position on these issues.

3. Martin Luther King, Jr., Commemorative Day

The United States has a tradition of setting aside special days to recognize persons who have made significant contributions to American culture. Martin Luther King, Jr., was an American who through his actions heightened the national consciousness regarding the right of all people to the American promise. He addressed the issues of peace, justice, equality, and education.

In recognition of Dr. King's contributions to political and social progress, a day should be established for commemorating his birthday.

Therefore, ASCD should support the establishment of Martin Luther King, Jr.'s, birthday, January 15, as a national commemorative day. This view should be made known to the appropriate government agencies.

4. Child Abuse and Child Neglect

Child abuse and child neglect continue to be major problems in our society. Educators are in a unique position to identify and report suspected cases of child abuse and child neglect.

ASCD should promote strategies that will assist educators in identifying and reporting cases of child abuse and child neglect and enable educators to respond appropriately to the needs of abused and neglected students.

5. Censorship

ASCD recognizes that censorship limits students' access to information. Such action reduces the range of information available to students and violates their right to explore ideas.

ASCD should specifically state its opposition to censorship and encourage its membership to take those actions necessary to assure students free access to information, to provide open exploration of alternative views, and to foster freedom of thought.

6. Curricular Mandates

While educators realize and accept the concept of cooperative planning of educational programs, they also accept that the key responsibilities for incorporating specific content and methods of instruction rest with those professionals charged with the planning and management of curricula.

Recently the issue of state legislatures mandating what specific topics will be taught has been debated in the courts.

ASCD should affirm that the right to mandate the specifics of any content area of the curriculum should rest with state and local boards of education.

7. Challenges to Materials Selection

ASCD recognizes that policies and procedures for involving educators, parents, citizens, and students in the selection and/or reconsideration of educational materials are essential.

Currently, educators and school boards are being increasingly challenged to defend decisions concerning educational materials. School districts are finding responses to such challenges difficult without specific policies and procedures.

Therefore, ASCD should, through its membership, encourage school districts to establish policies and procedures for selection and reconsideration of educational materials.

8. Critical Contemporary Issues

Issues such as nuclear disarmament, environmental protection, population growth, world hunger, and human rights concern every inhabitant of our planet. Each of us is responsible individually for expressing concern and for being active in ensuring that our global future is desirable. ASCD also has a responsibility as an organization to express the beliefs and concerns of the membership and to support members' rights to this expression.

ASCD should address itself to determining and expressing the views of its members on critical contemporary issues. These views should be publicized and used as the basis for ASCD activities that address these issues.
To: Executive Council Members

From: Ruth Long, Associate Director

PROGRAM DEVELOPMENT REPORT
June 10-12, 1983

- NCSI Summer 1982 Schedule

There will be 17 institutes this summer. We encourage you to attend one with the registration fee waived. Just call or write to us and we'll be glad to register you!

1. Improving High Schools, June 5-6, New Orleans
2. Teacher Expectations and Student Achievement, June 17-18, Sitka
3. Developing Thinking Skills, June 24-25, Denver
4. Curriculum Mapping, June 24-25, Virginia Beach
5. Leadership Styles, June 24-25, Virginia Beach
6. Learning/Teaching Styles, June 24-25, Virginia Beach
7. Mastery Learning, June 24-25, Virginia Beach
8. School Climate, June 24-25, Virginia Beach
9. Teacher Evaluation, June 24-25, Virginia Beach
10. Thinking/Problem Solving Skills, June 24-25, VA Beach
11. Writing for Professional Publication, June 24-25, Virginia Beach
13. Education and Technology, July 8-9, Pittsburgh
14. Leader Behavior/Supervision, July 12-15, San Francisco
15. Instructional Improvement, July 19-22, Denver
17. Developmental Supervision, August 9-10, New York
## National Curriculum Study Institutes

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<td>21-22 Washington DC</td>
<td>Changing Occupational Trends for the 1990's</td>
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<td>November</td>
<td>6-7 Boston</td>
<td>Middle Schools</td>
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<td>15-16 Indianapolis</td>
<td>Curriculum Management</td>
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<td>18-19 New York</td>
<td>Student Motivation</td>
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<tr>
<td>December</td>
<td>6-7 Baltimore</td>
<td>High Schools</td>
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<td>10-11 Colorado Springs</td>
<td>Instructional Supervision</td>
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<td>January</td>
<td>13-14 Clearwater Beach</td>
<td>Teacher Effectiveness</td>
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<td>17-18 Phoenix</td>
<td>High Schools</td>
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<td>28-29 Dallas</td>
<td>Models of Teaching</td>
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<td>February</td>
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Policy Analysis Project

ASCD is currently not well organized to effectively carry out its constitutional goal of speaking out on educational issues. While we did employ a governmental relations person for a period of time this did not greatly increase our capability of analyzing complex issues and developing association positions on them. This proposal seeks to remedy our current lack of response capability. ASCD now has a public information person who can greatly assist in "speaking out" once a position is developed.

I. Focus

We need to concentrate on issues directly affecting curriculum and instruction at the local, state and national level. ASCD should not focus its efforts on such issues as impact aid, hot lunch funding, or asbestos regulations.

II. Issues

There are a number of issues at the federal level which should compel our attention. These should be written about and spoken out on if the association is to be recognized as assuming a leadership role in policy development.

A. Achievement levels in the U.S. in science, mathematics, and foreign language.

B. Bilingual education - what are the best instructional techniques with the limited English speaking child? (S.2002 and S.2412)

C. Voluntary prayer in the schools - Reagan's proposal.

D. Content issues in the social studies: teaching about the holocaust, threat of nuclear war. Should these topics be taught and if so where do they "fit?"

E. Proposal to turn Department of Education into a foundation (HR985) - and what federal role should there be for the department?
F. Student achievement deficiencies in problem-solving skills and inferential comprehension in reading.

G. Anti-busing legislation sponsored by Helms (S.951).

H. Tuition tax credits (S.550).

I. In recent years, state legislators have passed more and more legislation affecting curriculum and instruction.

1. Competency testing, proficiency exams with explicit cut off scores used as a basis for retention. (See attached worksheet.)

2. Mandating curriculum content and courses: economics (free enterprise), family life and consumer education, etc. Perhaps the most significant issue here has been creationism vs. evolution topic as attempted in Arkansas and other states. Should legislators designate curriculum content?

3. Severe tax lid bills imposing fiscal restraints that are cutting deeply into programs (CA, MN, MA).

4. Mandating specific units for graduation - e.g. in Florida, pending Governor's Commission report will seek four years of science and four years of math as a requirement for graduation. (Different issue than content mandating as in #2 above.)

5. New legislation dealing with teacher preparation standards and competencies - related requirements in staff development (SC, OK).

6. Censorship - "exclusion" legislation being attempted, e.g. no sex education, values clarification.

III. Recommendation

That $10,000 be authorized to strengthen ASCD's policy analysis capability by undertaking the following efforts:

A. Authorizing the President to convene a few key educational policy analysts to clarify how ASCD could and should proceed on an annual basis to investigate complex issues; how to identify, analyze, and publicly express positions (for example, to whom). Vern Cunningham, Art Wise, and Sam Halperin are the types of people who might be involved.

B. Authorizing expenditures to do background papers on issues to assist in development of ASCD statements.
C. Convening specialists periodically throughout the year to assist the President and Executive Director in preparation of statements to be issued by ASCD (e.g., Title I policies, prayer, creationism). An example of this type of activity was seen when NEA Commissioned Ralph Tyler and Dan Stufflebeam to study state issues in Florida and Michigan.

D. By June, 1983, further recommendations to the Executive Council should be made by the Executive Director to institutionalize this function. If the Council feels it is a useful function, additional funds would need to be appropriated possibly including regular staff vs. sabbatical arrangements for people in the years ahead.

ASCD views are now highly respected and I believe positive action on this recommendation will further establish a viable leadership position for the association. Executive Council members can assist by helping identify those issues believed to be of highest significance.

Approving this recommendation will also help assure more careful development of resolutions to be acted upon at the annual conference since there should be no "speaking out" on some controversial issues until the membership or Board of Directors have acted.
Policy Analysis - State Legislation

Issue: During the last decade, state legislators have passed legislation calling for accountability, competency testing for students and teachers, and increasing the graduation requirements in academic subjects. Does ASCD believe these to be useful in improving instruction or assuring better educated youth are leaving our schools? If not, what do we advocate?

Background: Such state legislation is passed out of the genuine frustration of legislators or to capitalize politically on criticisms of the quality of today's graduates. Educators tend to react negatively to such policies but rarely if ever do they provide sound analyses or alternative proposals for improving the quality of schools. Florida's governor has set up a commission which is currently proposing that all schools require four years of science, four years of math, and other increased academic subject requirements. What consequences can be anticipated from this?

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Comments:

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Implications for:

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