Minutes of the Meeting of the Executive Council

October 14, 15, and 16, 1982

Alexandria, Virginia
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

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Alexandria, Virginia
October 14, 15, and 16, 1982
ASCD Headquarters and
Captain Piercy Room
Old Town Holiday Inn

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

October 14, 15 and 16, 1982
Alexandria, Virginia

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, October 14, 1982, with the following council members present:

O. L. Davis, Jr., President (TX); Lawrence Finkel, President-Elect (NY); Gwyn Brownlee (TX); Arthur Costa (CA); Sidney Estes (GA); Carolyn Hughes (OH); Francis Hunkins (WA); Luther Kiser (IA); Nelson (Pete) Quinby (CT); Stuart Rankin (MI); Phil Robinson (MI); and Bob Taylor (CO).

Absent: Lucille G. Jordan, Immediate Past President (GA).

Also present were the following ASCD staff members:

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

Anita Fitzpatrick recorded the minutes.

President's Greeting

President Davis called the meeting to order and welcomed members of the Executive Council. He reported that Lucille Jordan was unable to attend this meeting because her husband was hospitalized. Mr. Cawelti said he would keep in close touch with her with regard to his progress. Ms. Jordan conveyed her regards
to the council members and expressed her appreciation for the good wishes sent to her husband.

June Executive Council Minutes Corrected and Approved

Ms. Brownlee observed that the minutes of the June meeting of the council did not contain action reflecting approved funding in the amount of $2,500 for revision of the Standards and Guidelines for Evaluation of Graduate Programs Preparing Curriculum Leaders as required by the National Council for Accreditation of Teacher Education (NCATE). (See pages 22-23 of the June minutes of the Executive Council.)

It was MOVED and SECONDED that the June 1982 minutes of the Executive Council be corrected as stated to reflect funding in the amount of $2,500 for revision of the NCATE guidelines. MOTION CARRIED.

Evaluation Committee Report

General procedural guidelines require semi-annual audits of the Executive Director by the three officers (president, immediate past president, and president-elect) of the association who meet immediately prior to the Executive Council meeting. The audit includes a review of the Executive Director's calendar of activities regarding the types of activities and the amount of time spent on each to determine if sufficient attention is given to the various goals of ASCD. The immediate past-president acts as chairman and reports to the Executive Council, but in the absence of Ms. Jordan, current immediate past-president, President Davis assumed her role. He said that Mr. Cawelti's travel and activities have been reviewed, that he provides leadership to and has had a full travel schedule to the affiliate units and other related groups, and that he has successfully balanced this travel while continuing to attend to association business in the office. He said Mr. Cawelti plans to spend more time at headquarters this year with the new policy analysis program, quality circles work engaged in by the staff, and related association activities taking place locally.

1982 Financial Performance (Unaudited)

ASCD's fiscal year is September 1 - August 31, and Mr. Cawelti presented the final report on the 1982 financial performance for that period (Attachment A). He said this information is unaudited but that the audited report would be a part of the Annual Report to be prepared and mailed to the Board of Directors after the first of the year. He said the projected budgeted income had been for $2,528,700 and actual income amounted to $2,776,500. Excess expenses were for operating costs, computer programming, and equipment. It is projected that after the official audit, income
will exceed expenses by over $100,000, which was the surplus projected for FY 1982 on a cash basis method of accounting.

The reserve fund goal at the end of FY 1982 was $200,000 but the actual amount in the fund August 31, 1982, was $64,000. Current forecasts project a $300,000 cash surplus at the end of FY 1983, but this will not be met and the reserve will amount to approximately $150,000 at that time.

- **Budget Subcommittee Report**

Executive Council members Robinson (chair), Hughes and Rankin serve on the Budget Subcommittee. They met with Mr. Bralove prior to the Executive Council meeting and reported that:

- the cash reserve goal of $300,000 is not being met, a new goal should be established, and that the five-year plan to be discussed during this meeting should incorporate a means of attaining this goal;

- they want to continue providing the budget-making process information developed by Mr. Bralove to the Board of Directors which was made available last March at the Annual Conference;

- a simple breakdown of income and expenses for the Annual Conference, the NCSI program, Human Resource Development Program, and other programs should be developed to illustrate its cost effectiveness and make the dollar differences easier to understand.

- the Executive Director and department managers should make a conscientious effort to stay within the projected budget.

**Approved FY 1983 Budget**

Mr. Cawelti reported that the overall budget for 1983 is approximately $3,000,000. He said that ASCD membership is up, although some associations are having difficulty maintaining their numbers and are cutting back staff and member services. He also said that summer is a slack time in terms of income and that brought about a temporary cash flow problem, now resolved. He pointed out that NCSI registration fees are down, but that conference registration has been increased.

Mr. Rankin said he wanted to reinforce the point made by the Budget Subcommittee, that the staff exercise care in accurately forecasting income and expenses. He also questioned why the amount budgeted for program development had not been spent in light of the importance of that department's activities. He said program development is or should be related to formulating positions for ASCD or providing goal direction, and that the funds should be
protected and used.

Mr. Bralove said, in response to a question about carrying funds over to the next year, that (1) each fiscal year should stand on its own with no carry-overs from previous years, and (2) the staff could not arbitrarily move funds from one account to another without officer approval. He said he would make an effort to be more precise with the budget and its breakdown information.

Mr. Kiser questioned the length of time between submission of expense forms and reimbursement, and Mr. Bralove said the turnaround time could be shortened. Mr. Kiser said he felt this situation should be improved because it reflects on ASCD's image.

**Income Protection Insurance**

Mr. Bralove reported that a 180-day income protection insurance plan had been added as an ASCD employee benefit, effective September 1, 1982. This plan provides for payment of 60% of salary after a 180-day wait period due to illness or disability.

**Affiliated Unit Report**

President Davis welcomed Diane Berreth, Associate Director, to her first Executive Council meeting and she presented her report.

- **Affiliate Membership.** There are 54 unit organizations affiliated with ASCD, including the new Germany-North unit. The range of national membership among affiliates is 2,752 (New York) to 50 (North Dakota) while the range for unit membership is 1,250 (Florida) to 35 (Idaho) for the 52 units for whom figures are available. Tennessee has the highest ratio of affiliate members to national members at 1.8/1 while Missouri has the lowest ratio at .1/1. This information provides direction for program development purposes.

Mr. Finkel observed that 70% of ASCD's members do not belong to an affiliate unit and he expressed his concern that this eliminates many members from running for office and participating in other ways. Mr. Cawelti emphasized the importance of the affiliate units contributing to national, said that open membership (which was not endorsed by the board during discussions about constitutional revisions) is a powerful concept, and that it is unfortunate that only a small portion of the membership can run for office.

Ms. Hughes asked if there is a breaking point in terms of the level of state dues, saying she thought it would be helpful to know how much of a factor the amount is with regard to whether or not one belongs to both affiliate and national. Mr. Finkel added that it would also be helpful to know the range of registration fees charged at the state conferences.

President Davis emphasized that it is important that the affiliate
members are well-served and he was pleased that the Executive Council was highlighting something which had received little attention in the past.

- **Services to Affiliates.** The following services have been provided to affiliate units since March 1982:

  - average of three sets of membership mailing labels per unit;
  
  - a leadership training conference for presidents-elect attended by 43 unit presidents;
  
  - six visits to six affiliate units to assist with annual conferences or program development (September 1 through November 1, 1982);
  
  - support for the ASCD National Legislative Network, including a caucus at the Anaheim conference;
  
  - a variety of mailings, including the new monthly affiliate newsletter, the 1982 ASCD calendar, and promotional materials for conferences;
  
  - availability of handbooks on conference planning and membership promotion;
  
  - technical assistance by phone. 50 calls were received and made from September 1, 1982, through October 1, 1982, on a variety of matters, i.e. arrangements for state conferences or affiliate unit activities, general information requests, Legislative Network, requests for materials, discussions of affiliate unit activities, information concerning new membership or possible affiliation, and inquiries about names and addresses of Guaranteed and Proportional Representatives.

- **Presidents Leadership Conference.** 43 presidents-elect met in Alexandria, Virginia, on May 3-5, 1982, to prepare for the coming year. Topics covered at the meeting included conference planning, membership promotion, publications, and the Legislative Network. President Davis and Mr. Cawelti made presentations.

Mr. Finkel expressed his concern for dwindling conference attendance and, because ASCD hasn't been to New York City for a number of years, proposed that the presidents meet there next May. He felt a half-day spent to familiarize them with hotels, area restaurants, transportation, cultural activities, and so forth, would make them more comfortable in what might be an intimidating city to many. He said it was very important to show that prices aren't as high as they are reputed to be, that they are comparable to prices in Alexandria, and that New York City is affordable. It was suggested that the Executive Council meet next October in New York for the same purpose, although this would be a one-time arrangement, and future Executive Council meetings would continue
to be held in Alexandria. It was agreed that Mr. Finkel would negotiate with New York hotels for these two meetings and that Ms. Thomas, Conference Facilities Coordinator, would handle the contracts.

- **ASCD Legislative Network.** Legislative Network Representatives met in Anaheim last March with Jane Cashell, chair of the committee, and Roosevelt Ratliff. Out of that meeting came several ideas. After discussion, it was decided that Ms. Berreth would work with the group at the Houston Annual Conference in March to provide direction from the Executive Council with regard to their role and present recommendations to the council at the June meeting.

- **London Conference.** Mr. Cawelti met with a group of Atlantic area educators recently in Leicester, near London, to discuss affiliation and conduct a three-day conference for the Department of Defense Dependents Schools (DoDDS). He said this was very well received and that further discussion would be held on the possibility of establishing an ASCD affiliate unit for Atlantic region educators.

- **ASCD Germany-North.** Mr. Cawelti said he went on from England to Germany and met with a German educator who will be lending support to the new Germany-North affiliate. Mr. Cawelti spoke at a dinner held for the new Germany North unit and said he was impressed with their momentum and enthusiasm for affiliate activity. They have tentative plans for a late fall conference and one next spring.

- **Invitation to Saudi Arabia.** Mr. Cawelti said he had received an invitation to Dhahram, Saudi Arabia, to talk to the Aramco Services Company (Houston) school personnel. He said this would take place following the Annual Conference.

President Davis said he was encouraged by these events and the progress made in international affiliate unit activity.

- **Affiliate Unit Advisory Committee.** The affiliate committee that interviewed applicants last summer for the Associate Director position will serve this year as an informal advisory committee to the affiliate unit program. The committee will provide guidance in areas such as annual goals and the Presidents Leadership Conference and will provide feedback on affiliate perceptions of needs.

- **Affiliate Unit Program Development.** Planning for the affiliate unit office will be based on the board's five-year plan, to be discussed in detail later in this meeting. Current feedback from the advisory committee and others suggest that 1982-83 priorities for the affiliate unit office should include: (1) increased contact with affiliate units; (2) program development with affiliates wanting to increase unit or national membership; and (3) supporting affiliate initiatives such as the Legislative Network.
President Davis thanked Ms. Berreth for her report and the group discussed the importance of her role in involving the affiliate units in national activities and building affiliate membership. Mr. Rankin expressed his hope that Ms. Berreth's efforts would assist the affiliates in providing services that would encourage new membership and meet their professional needs. Mr. Taylor said he felt the far west areas need attention from national, saying more meetings might be helpful to those states not having concentrated membership in smaller, more accessible states.

Annual Conference Report

Ms. Arlington reviewed plans for the 1983 Annual Conference to be held in Houston, March 5-8. The theme is "Liberating, Learning, Leading." She said copies of the program proposals submitted were mailed to the seven members of the Conference Planning Committee along with a rating sheet listing criteria for selection of quality presentations. The procedure, used this year for the first time, was implemented in response to the expressed concerns of the Conference Planning Committee and the Executive Council to insure the quality of the conference sessions. Ms. Arlington said committee efforts were concentrated on assuring ethnic and minority representation on the program, in keeping with ASCD's commitment to this balance.

The program preview is scheduled to be sent to the entire membership by third-class mail the first week of November. It will preview pre-conference activities, program presenters, entertainment, exhibits, transportation, and the city of Houston.

Mr. Estes stressed the importance of putting together a program that would hold the audience to the end of the conference and the council agreed.

The program and presenter recruiting process was discussed. It was decided that the invitation should be extended for conference program participants exclusively, rather than recruiting for a general leadership file. An announcement will be carried to this effect in early spring, 1983.

Boycott Policy Rescinded. A resolution approved at the business meeting held at the 1978 Annual Conference in San Francisco recommended that ASCD Annual Conferences be held only in states which had formally ratified the Equal Rights Amendment. It was pointed out that the National Organization of Women has rescinded its boycott policy and it was recommended that ASCD follow suit in order to formalize New Orleans and Chicago as future conference cities. This had been pending awaiting the outcome of ERA.

Mr. Hunkins said he wanted ASCD's support of ERA to be clear, but felt the boycott policy should now be rescinded. Mr. Rankin agreed, saying that since there was no way for the states to respond to pressure any more, the policy should be eliminated.
Mr. Estes MOVED and Mr. Costa SECONDED THE
MOTION to rescind the policy preventing ASCD
from holding its annual conference in states
which had not formally ratified the Equal
Rights Amendment. MOTION CARRIED.

- 1988 Annual Conference Site Selected. Atlanta, Boston, Cincin-
nati, New York City, Orlando, and Washington, DC, were considered
for the 1988 ASCD Annual Conference site. Ms. Thomas provided
data for comparison in terms of date availability, number and
proximity of hotels and meeting rooms, costs, transportation, at-
tractions, and services. Mr. Cawelti recommended that, in light
of all of these factors, Orlando be selected as the 1988
site. Mr. Hunkins encouraged the group to select Boston, feeling
that it was a more interesting city for a conference, and after
further discussion,

Mr. Rankin MOVED and Mr. Hunkins SECONDED
THE MOTION to hold the 1988 Annual Confer-
ence in Boston. MOTION CARRIED following
hand vote resulting in 6 "yes" and 5 "no"
responses.

- Conference Planning Committee Appointments. The Executive Coun-
cil discussed several likely persons for the two vacancies on the
Conference Planning Committee, and

Mr. Hunkins MOVED and Mr. Costa SECONDED
THE MOTION to appoint Ms. Pat Conran of
Illinois and Mr. Robert Nicey of Penn-
sylvania to the Conference Planning Com-
mittee. MOTION CARRIED.

Executive Session

The Executive Council went into Executive Session at 4:35 p.m.

Mr. Cawelti informed the Executive Council of the continuing prob-
lem of staff parking. He reported that it was difficult for the
staff to leave their jobs and move their cars twice each day in
order not to be ticketed in the 3-hour time limit parking spaces
available. Mr. Cawelti said it might be possible to obtain
parking in a commercial lot several blocks from the office, and
after considerable discussion, it was

MOVED by Mr. Rankin and SECONDED by Mr.
Quinby that ASCD offer $15 per month to
each employee toward the cost of parking
at a lot north of the headquarters building.
This would require employees to make an
additional contribution and the program
is to be evaluated next June along with
data from a study of what other associations in the area are doing about the problem. MOTION CARRIED.

Salary plans and 1984 salary levels were discussed, as well as the possibility of using some kind of merit approach. The extremely difficult economic circumstances and limited raises being given in school districts and universities around the country were discussed. The possibility of a differential pay increase was also considered whereby lower paid employees could receive a larger increase than others. Mr. Cawelti suggested that at the moment it looked like a 5% increase might be possible for consideration when the budget is presented to the Executive Council and Board of Directors in Houston next March.

The Executive Council reconvened in open session on Friday, October 15, 1982, at 9:00 a.m. in the Captain Piercy Room of the Old Town Holiday Inn, Alexandria.

Affiliation With AOPE

The Associated Organizations for Professionals in Education (AOPE) is seeking to expand participation in an educational coalition which provides a forum for the discussion of educational issues and the exchange of ideas and information of mutual benefit to the membership. To that end, ASCD has been invited to join, and would participate in a formal meeting with them around the time of the October Executive Council meeting each year.

Mr. Quinby MOVED that ASCD join AOPE.
Mr. Kiser SECONDED THE MOTION. MOTION CARRIED.

Appointments to Selection Committee

Action was needed to recommend three Executive Council members to serve on the Selection Committee to Select the Nominating Committee for the 1984 National Election with the three members elected from the Board of Directors, Wayne Berryman (TX), Dorothy Foley (NY), and Larry Kelley (AZ), last March in Anaheim.

Mr. Quinby MOVED that Mr. Estes, Mr. Hunkins, and Mr. Taylor serve on the Selection Committee to Select the Nominating Committee for the 1984 National Election. Mr. Kiser SECONDED THE MOTION. MOTION CARRIED.

Mr. Rankin expressed his concern that the Executive Council seemed to be heading to all-white male composition and he felt the nominating committee should take care when they make their nominations to prevent this from happening. Mr. Cawelti also pointed out the lack of non-public school representation. It was emphasized that the immediate past president, who annually conducts an
orientation and acts as coordinator between the nominating committees, should carefully guide the process in the interest of racial and minority balance on the council. Several members complained of what was felt to be a disregard for the very specific nominations code and guidelines. Ms. Hughes cited a letter from Ohio which objected to the appearance of a name on the state ballot of someone who was not known, and whose status and degree of activity with the state affiliate had not been checked, and expressed indignation that the nominations guidelines had not been followed.

Mr. Costa asked if the chairman of the nominating committees could be charged with a checklist that would come back to the Executive Council with the assurance that the processes and guidelines had been followed. Mr. Cavelti stated that there is a checklist provided, but pointed out that if the guidelines had not been followed, and assuming this was reported at the last meeting of the Executive Council at the close of the Annual Conference, there would be no recourse at that point. Ms. Hughes said an ASCD staff person should make a list of contact people for verifying the credentials of nominated persons available to every nominating committee for referral while they meet.

Discussion of the Review Council Report

The Executive Council discussed at length the summary of recommendations made by the Review Council in 1982, and

It was MOVED and SECONDED that the Executive Council communicate the following to the Review Council:

1. The Executive Council recognizes and commends the effort of the Review Council in the preparation of the report which summarizes the recommendations. It focuses the Executive Council's continued attention on the assessment of the goals of ASCD.

2. The Executive Council is directing staff to continue:

   a. the reorganization of the policy handbook; and

   b. concerted efforts to facilitate local units' self-assessment.

3. The timeliness of this report is particularly appreciated as it comes at the beginning of the adoption of the new ASCD five-year plan. Therefore other items will be put on the agenda for future meetings of the Board of Directors
and the Executive Council. MOTION CARRIED.

NCSI Program

The 1981-82 National Curriculum Study Institutes (NCSI) were reviewed by Ms. Long with place, attendance, and evaluation scores noted. (Attachment B.) Ms. Long then reviewed the 1982-83 NCSI series, saying that 15 institutes were planned for the fall and winter, and described in a brochure which had been mailed to all ASCD members. She said planning for the 25 spring and summer institutes is nearly complete, and new topics are:

- Changing Occupational Trends for the 1990's
- Brain Function/Learning Styles
- Improving School Productivity
- Instructional Strategies for Social Studies
- Instructional Strategies for Mathematics
- Quality Circles
- Early Childhood

Four institutes are scheduled in Houston Thursday and Friday prior to the annual conference. Nine one-day institutes will be held in Virginia Beach on June 27-29, 1983. Participants will choose one NCSI on each of the three days of the meetings. Five four-day institutes will be held during the summer, one in June and four in July. Two of these will be new NCSIs in the areas of math and social studies.

New sites this year are Indianapolis, Baltimore, Charlotte, Banff, Alberta, Hartford, Traverse City, and Charleston. The fee schedule has changed slightly and offers a $120 member fee and $155 non-member fee for those who register a month or more in advance of an institute. For those who register less than a month in advance or on-site, fees are $135 and $170. Team membership fees are also offered, one free for every four persons from the same school or organization. A test fee schedule is being tried at a Phoenix NCSI ($85 and $120) to see if this attracts a large number of participants.

Ms. Long concluded her report on NCSI activity and discussed the selection and use of consultants. She said the staff would be meeting in a quality circles format in order to discuss and implement a central leadership or human resources file from which information on consultants, topics, etc. could be drawn. She asked for input from the staff to help identify minorities, new topics, quality presentations, and locations for future institutes. President Davis asked council members to respond to Ms. Long in letter form because of the limited time.

Mr. Kiser asked how many of the affiliate units were developing their own curriculum institutes and Ms. Berreth responded that this could be determined by means of an upcoming affiliate unit survey. Mr. Costa said that many states like to work with Ms. Long.
to cooperatively plan the NCSIs and felt it was a good service to provide in response to their individual needs.

Mr. Kiser said that his affiliate unit had been able to tap into ASCD's service to membership because Ms. Long assisted with identifying topics and people for their conference. He said he wasn't sure that Ms. Long received credit for this help and asked that the minutes note that she set the process in motion.

Mr. Rankin observed that NCSIs operate at a loss and the council Budget Subcommittee discussed whether it would be worth the investment to do a cost effective study of NCSIs and include staff time as a part of the cost. He said Mr. Bralove "would probably be able to get an idea of whether they are self-supporting and effective in terms of participation and whether there seems to be equal opportunity to participate geographically, or whether we are subsidizing one group more than another, if there is correlation of objectives, and so forth."

Mr. Costa said that the Executive Council Publications Subcommittee also discussed the constant evaluation relative to cost effectiveness. He felt, however, that ASCD should lead the organization and would like it to proceed even though some of the activities are not cost effective, but rather provide unique ideas, or leadership where it's needed. Ms. Hughes cautioned against instituting a blanket "loss" policy (i.e., not cancelling NCSIs because of lack of attendance), saying such a policy would benefit too few at significant cost to the rest of the membership.

After further discussion,

Mr. Rankin MOVED that an evaluation of NCSIs be conducted to determine the (1) cost effectiveness, (2) value to participants, (3) equity of participation, and (4) quality of topics with regard to (a) leadership and "cutting edge" of topics, and (b) how relative are they to ASCD goals, and that to whatever extent possible, the existing data be used and a report made at the next Executive Council meeting. Mr. Estes SECONDED THE MOTION. MOTION CARRIED.

Mr. Cawelti said that when the NCSI idea was conceived, it was not for revenue, but rather to provide a service to the membership. He said they would be provided with a cost breakdown listing all of the cost factors, employee time, and expenses included in the NCSI budget.
Resource Information Service (RIS)

Ms. Long reported on ASCD's Resource Information Service, which was formerly called Research Information Service. The word "research" was changed to "resource" because RIS responds more frequently with references and sources of information than with or in addition to research. Jan Adkisson is a half-time Ph.D. student who has assumed most of former Associate Director Kathy Schaub's duties, and she will continue to work in the two major RIS areas, publications and information services. Publications include the Research Synthesis, Curriculum Update, RIS column in Update, and Guide to Dissemination Sources.

RIS' information services have a variety of inquiry sources:

- solicited through Educational Leadership and Update;
- unsolicited;
- Human Resource Development Program.

Nearly 1,000 inquiries have been answered on a wide range of topics and the users are:

- largely practitioners in K-12 systems;
- some doctoral dissertation writers, other organizations and associations, higher ed;
- researchers.

Evaluation varies:

- formal returns - users very satisfied (4 on a 1-5 scale);
- informal - most questions written in a manner that suggests direct response is expected rather than a referral to resources.

Responses are made by way of:

- referral to ASCD literature, programs and tapes;
- referral to sources and/or direct response;
- individual, personal response - few form letters are used.

RIS resources are:

- files kept by topic and by association/clearinghouses/research centers;
- selected books and printed materials;
- periodicals and newsletters;
- present capability of conducting manual ERIC searches of RIE and CIJE covering past 2 plus years.

Ms. Long said that due to the number and diversity of inquiries and the limited capabilities of RIS, the focus of information services is changing to providing packets of information in a few specific areas relevant to members. She said also that with Kathy Schaub gone and limited staff, the RIS service would not be
advertised, and discussion followed.

Ms. Brownlee said that if ASCD offers RIS as a part of the membership, it should be advertised, but Mr. Estes said if RIS can't deliver what it purports to, the service should be discontinued. Mr. Cawelti said that ASCD could tap into Educational Research Service (ERS) at an annual subscription rate of $36,000 and provide more than just referrals and resources. It was felt that this was a great deal of money for duplicated information provided elsewhere and Mr. Rankin supported this, saying that other well-funded resources have information availability and dissemination as their primary responsibility.

Mr. Cawelti supported continuation of RIS, saying that it was necessary to have in-house ability to refer to other sources the many questions that come in, but recommended reduction of advertising.

Mr. Estes MOVED and Ms. Brownlee SECONDED
THE MOTION that RIS as it is presently
be made a part of the five-year plan.
MOTION CARRIED.

ASCD Staff Development Contract Program

Ms. Long reported on the year-old Staff Development Contract Program. Cerylle Fritts, a half-time Ph.D. student, heads up this program for the purpose of generating additional revenues while offering members an alternative for quality, on-site staff development activities. The fee schedule depends on the size of the contract, which covers travel, the honorarium for the consultant(s), and a percentage to ASCD to cover staff time. This program "is an additional way for ASCD to meet goals 1-3 of the constitution," (revised in 1982):

(1) Provide human resource development experiences to promote professional leadership and cooperative curriculum planning and development by all persons involved in 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.

The contract program provides training to school personnel by recognized experts in the fields of curriculum, instruction, and supervision. It supplements attendance at our national and regional conferences and institutes by providing significantly lower individual participant costs. In this way, training at a
local site can make an impact on a larger number of people in a school or district. These staff members can work as a team to implement ideas from the program.

The program worked in its pilot year with 40 school districts on both long- and short-term contracts and served over 2,500 administrators and teachers in 20 states, 2 Canadian provinces, and the Department of Defense Dependents Schools (DoDDS) personnel in Panama. It responded to requests for information and service from 40 states and 6 Canadian provinces. The average evaluation rating for completed contracts is 4.4 on a scale of 1-5.

Staff Development Contract Program Topics for 1981-82 are:

Mastery Learning  
Models of Teaching  
Design of Inservice Education  
School District Reorganization  
School Climate  
Instructional Supervision  
Technology in the Classroom  
Staff Development in Cadre  
Training  
Student Motivation  
Effective Instruction  
Curriculum Development

Curriculum Mapping  
School Budgeting and Resource Management  
Program Supervision Models  
Improving High School Instruction Learning/Teaching Styles  
Instructional Use of the Micro-Computer  
Teacher Performance Evaluation  
Effective Discipline  
School Effectiveness

Following this report, Mr. Cawelti said the program would be reviewed next month and discussion followed concerning the viability of offering such a service. Mr. Costa supported the contract program but Mr. Hunkins questioned whether or not ASCD was acting as an agent for consultants. There was considerable conversation about ASCD's role in the contract program, and Mr. Cawelti emphasized that Ms. Fritts does a good job of insisting that the school districts articulate what their goals are for a staff development contract. He pointed out that the visibility ASCD gains through these programs is important, and Mr. Costa concurred, saying that these consultants could possibly provide new talent for other ASCD areas in the future. President Davis supported this viewpoint, saying that part of the leadership process followed by Mr. Cawelti, the staff, and the association, is to provide service to educational communities and the membership. It was also mentioned that the contract program is worked to accommodate as much as possible any group with a dollar limit.

The issue of favoritism was mentioned in terms of consultant selection for the contract programs, but Mr. Brandt said the utmost care is taken with all ASCD services not to promote a handful of people, and that the best people available are sought for all ASCD service areas.

President Davis said he was pleased to see the group deliberating with such interest on this new program, and that this report
provided the most information the council had seen to date on this service.

The group broke for lunch at 12:15 p.m. and reconvened at 1:30 p.m.

**Publications Report**

Mr. Brandt referred to the Publications Report listing published and planned yearbooks, booklets, videotapes, and other media. He also distributed a summary of the October 9-10, 1982, Publications Committee meeting. (Attachment C.)

He said he had discussed with Carolyn Mamchur the possibility that she would write a booklet on individual differences reflecting the Briggs-Myers typology. Executive Council members suggested instead that several authors be asked to contribute chapters for a booklet on learning styles similar to "Applied Strategies for Curriculum Evaluation." The group also expressed support for a booklet on middle schools by Joan Lipaitz if it becomes available for publication. All other booklets listed as proposed are pending and will be brought back to the Executive Council at a future meeting.

After discussion of themes proposed by the Publications Committee for Educational Leadership in 1983-84,

> It was MOVED and SECONDED that the themes be approved as listed in Attachment C.

Before the vote on the above motion, discussion ensued regarding the proposed private schools theme. Mr. Robinson said he felt ASCD couldn't address the role of the private school in American education without being misunderstood. Mr. Cavelti said he felt ASCD should do more to address private school issues but said he would rather see several good articles interspersed throughout the year. Mr. Rankin expressed support for the private education theme, saying the issue of private education should be addressed in an informative manner, and Ms. Brownlee agreed, saying it was time ASCD faced the matter of private education head on. Mr. Hunkins said the issue isn't public vs. private education, but rather public and private education. Mr. Kiser said he didn't have any problem with good education, whether public or private, and Mr. Costa said he thought the subject should be addressed in articles, but not thematically.

The MOTION WAS AMENDED to delete private schools and substitute reports of various studies of the American high school. The AMENDMENT CARRIED.

After the amendment carried, the original motion was voted on, and MOVTION CARRIED AS AMENDED.
Proposed video tapes were discussed and it was suggested that "Changing Occupational Trends in the 1990's" be added to the list. Action was postponed temporarily to give time for council members to indicate their priorities on a list of proposed topics. Later in the meeting,

It was MOVED and SECONDED to approve the topics receiving majority endorsement.

Mr. Costa and Mr. Rankin objected to the procedure being used, pointing out that a similar procedure was not followed on other decisions made by the council. After further discussion, the motion was restated:

Mr. Kiser MOVED and Mr. Taylor SECONDED
THE MOTION that all topics be approved with priority being given in the order indicated:

- Principal as Instructional Leader
- Quality Circles in Education
- Critical Thinking
- Teaching Social Studies
- Motivating Teachers
- Toward More Effective Schools

MOTION CARRIED.

Mr. Brandt referred then to a proposal prepared by the Curriculum Theory Project Committee which called for initiation of a scholarly journal to be published twice a year for two or three years in place of one booklet each year. He had sent to council members an alternative proposal to make the yearbook a once-a-year refereed scholarly publication. The Publications Committee proposed a third alternative: to make one out of every four booklets a scholarly publication on curriculum theory.

To resolve the issue, President Davis, Mr. Cawelti, and Mr. Brandt proposed (Attachment D) that the Executive Council authorize additional funds to prepare a single prototype issue of the new journal, Perspectives on Practice, to be edited by President Davis. The prototype issue would be accompanied by a survey asking members whether it should be continued. Mr. Cawelti said this was the last major issue remaining from the old five-year plan. He said because of the increase in practitioner-minded members, there are fewer opportunities for publication of theory, so there is a legitimate need for such a journal.

Mr. Costa supported the prototype idea with followup evaluation, and after further discussion,

Mr. Taylor MOVED and Mr. Costa SECONDED THE MOTION to approve publication of a prototype issue of the scholarly journal in 1983-84 as outlined in Attachment D and edited by President O. L. Davis, Jr. MOTION CARRIED.
Continuing with the Publications Report, Mr. Brandt said that because of concerns expressed about the yearbook, the Publications Committee did not recommend a theme and editor for the 1986 yearbook at this time. The committee instead proposed that before this theme is selected, the role of the yearbook and the procedures for its publication should be reviewed. This would include a survey of members to ask what they expect, and

Mr. Taylor MOVED and Mr. Finkel SECONDED THE MOTION that the Executive Council direct Mr. Brandt to follow through on the yearbook study as proposed. MOTION CARRIED.

Mr. Brandt suggested including the survey with the yearbook and Mr. Kiser suggested putting an announcement in the newsletter that the survey is coming and asking that it be completed and returned.

Selection of the ASCD Publications Committee

Mr. Brandt referred the group to a statement prepared at the request of the Publications Subcommittee explaining the proposed process for selection of future Publications Committees:

"In advance of the June Executive Council meeting, the Executive Editor will prepare a slate of possible Publications Committee members based on suggestions from a variety of sources. He will discuss with each nominee his or her availability to attend committee meetings and his or her interest in serving. In addition, he will ask each nominee to submit a vita and other materials related to qualifications for the position.

At the June council meeting, the Publications Subcommittee of the Executive Council will prepare a proposed list of committee members for approval by the council.

All appointments will be for a one-year term. Individuals may be reappointed for not more than two additional terms.

Qualifications of Publications Committee Members

Members of the Publications Committee should be selected to ensure a reasonable balance by state, sex, ethnic group, and professional assignment, and on the basis of the following qualifications:

1. Able to attend a two-day fall meeting (at ASCD expense) and the Annual Conference (at own expense);
2. Able to devote time to review of manuscripts and proposals and to return evaluations promptly;
3. Able to suggest good ideas for future publications;
4. Able to represent ASCD members in judging the quality of scripts, manuscripts, and proposals;
5. Able to evaluate recent publications and suggest improvements."

It was the consensus of the council that the procedure should be followed.

**Policy on Distributing Materials Developed by Other Groups or Individuals**

Mr. Cawelti asked the council to consider the matter of distributing products for other groups. Ms. Brownlee pointed out that ASCD is in the marketing business and that "we have a practice of marketing for profit so one thing we must look at is are there ways to have good materials to market that we don't produce ourselves?"

After a brief discussion,

Mr. Robinson MOVED and Mr. Kiser SECONDED THE MOTION to request staff to prepare a policy proposal to be reviewed by the Executive Council at the June meeting. MOTION CARRIED.

**Program Development for 1981-82**

Ms. Long reported in detail on the following program development activities:

- **ASCD Educational Technology.** Committee members Gwyn Brownlee (TX), chair, Nolan Estes (TX), Bill Denton (TX), Tim Grady (KY), Pat Sturdivant (TX), and Ron Brandt (ASCD staff), met in Texas in mid-June and again in September of this year. They have sponsored preparation of a videotape, a booklet, and an issue of Curriculum Update, and have developed proposals for eight activities ASCD could undertake to help members make productive use of computers in curriculum and instruction.

Ms. Brownlee said that initially this project was funded for three years and wanted to remind the group that it would continue for two more years. Third year funding will be requested at next October's meeting of the Executive Council.

- **Curriculum Theory Committee.** Committee members O. L. Davis, Jr. (TX), chair, Wells Poshay (CT), Dorothy Huenecke (GA), Jim McDonald (NC), and Ron Brandt (ASCD staff), met in Alexandria in May and proposed that ASCD publish scholarly articles to inform and interpret the practice of supervision of instruction and curriculum development.

- **Project on Censorship and the Curriculum.** Committee members LaBarbara Gragg (MI), chair, Ronald Hibbard (OH), Ann Kahn (VA), Anthony Labriola (PA), and Charles Park (WI), met in Alexandria last June with Mr. Brandt. Mr. Brandt presented a Statement on Censorship to the Executive Council which came out of that meeting.
(Attachment E) After some discussion and several suggestions which Mr. Brandt said he would take into consideration and apply to the final copy,

Mr. Rankin MOVED that the Statement on Censorship become an official policy of ASCD, that it be published in an appropriate publication of the association, and that the editor be authorized to further edit the statement to reflect the sense of the discussion. Ms. Hughes SECONDED THE MOTION. MOTION CARRIED.

Mr. Brandt said that this statement would appear in an issue of *Educational Leadership*.

In addition to the statement on censorship, the committee recommended that ASCD join the National Coalition Against Censorship and that ASCD identify a staff person who would solicit, collect, and distribute on request, copies of existing policies and criteria for "materials selection." This staff person's responsibility would also include connecting ASCD members with organizations and school systems which could give direction and support to specific challenges and questions as they arise.

Mr. Hunkins MOVED that ASCD join the National Coalition Against Censorship. Mr. Costa SECONDED THE MOTION. MOTION CARRIED.

Ms. Hughes MOVED to authorize the Executive Director to appoint a staff person as requested. MOTION CARRIED.

The committee also suggested (1) that ASCD consider a separate publication devoted to censorship which would include case studies and a statement reflecting the need to set policies and guidelines, and (2) that ASCD consider the possibility of developing a videotape on conflict resolution to help educators manage conflict. President Davis suggested referring these two items to the Publications Committee for consideration and the group agreed.

*ASCD Women's Leadership Project.* Project members Nancy Evers (OH), chair, Phil Robinson (MI), Jacqueline Clement (PA), Betty Dillon-Peterson (NE), Yvonne Ewell (TX), and Bernice Wolfson (AL) met twice over the past year. They prepared and submitted a paper (Attachment F) which contained several recommendations to the Executive Council for consideration. After discussion,

Mr. Kiser MOVED to accept the report with the suggestion that it be referred to the staff to determine what has been done, and what can be done in response to the recommendations contained in the report. Mr. Quinby SECONDED THE MOTION. MOTION CARRIED.
Program Development for 1982-83

In addition to the four preceding 1981-82 projects, four projects were funded at the June 1982 Executive Council meeting for a total of $25,500 of the $50,000 allotted to program development in 1982-83:

- **ASCD Slide Tape Presentation.** The purpose of this project is to produce a slide tape presentation about ASCD. Included will be the history of its origin and evolution, major issues, values, etc. The slides will be shown at affiliated unit meetings and to other interested groups. Since Glenys Unruh was unable to chair this project, Delmo Della-Dora has agreed to direct it and is writing a script.

- **Policy Analysis.** A meeting was held at ASCD headquarters in September and Mr. Cawelti will report in detail on ASCD's policy and issue analysis capability later in the meeting.

- **Revisions 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 and ASCD's Standards and Guidelines for Evaluation of Graduate Programs Preparing Curriculum Leaders grew out of its recommendation. These standards and guidelines were approved by the Executive Council in June 1980 and submitted to the National Council for Accreditation of Teacher Education (NCATE) in July 1980.

Project members Gerald Firth (University of Georgia) and Allen Sturges (University of Missouri) were asked to revise and update the standards and guidelines according to NCATE requirements, with a final report due October 1983. They met in August with Lyn Gubser, Director of NCATE, to discuss the revision, and Ruth Long is helping plan a pre-annual conference NCATE training session in Houston.

There are three stages to the work of the committee: (1) draft of standards according to guidelines Dr. Gubser recommended (this was distributed to the Executive Council members for review); (2) before February, deans of universities which have doctoral programs in supervision/curriculum and which were visited by NCATE last year, and the chair of the visiting teams will be asked to react to the existing standards. Universities which will be visited during 1982-83 will be encouraged to use the standards and to have an appropriate faculty respond to a request regarding their recommendations for improving the standards; and (3) the standards will be rewritten to incorporate suggestions of visiting teams this year and of the teams and colleges which were visited last year. Additional reviewers may be needed before final copy is written and this can be accomplished at the Annual Conference with an invitational meeting.
The Executive Council raised questions about the consistency of the revised guidelines, and its lack of clear statement. They also discussed how to monitor who attended the training session in order to maintain quality control. Mr. Robinson said he felt that the opportunity to go through the training should be open to those who want to spend the time to do so, and

Mr. Robinson MOVED that the Executive Council authorize NCATE's request to conduct a training session before or after the 1983 Annual Conference. Mr. Taylor SECONDED THE MOTION. MOTION CARRIED.

After further discussion, it was agreed that Mr. Firth or Mr. Sturges would be asked to meet with the Executive Council in Houston to answer their questions and clarify some issues with regard to the standards and guidelines.

- ASCD Secondary School Network on Redefining General Education. The 1982 summer meeting of the high school network was held in July in Racine, Wisconsin, and was again sponsored by The Johnson Foundation. By the close of the conference it was clear that a comprehensive review of the high school curriculum is extremely time consuming. The project seems likely to take three to five years to complete. As a next step, the school progress reports will be analyzed and compiled into an ASCD Curriculum Update, which will be sent to all members in November. One representative of each high school will meet mid-year and the full network will reconvene next summer.

Mr. Cawelti said that although the project is taking longer than anticipated, local examination is being stimulated and the project may provide an opportunity for expansion of information sharing. He said this year he is trying hard to increase communication between the school network, asking what they are doing, what they plan to do, and surveying them in terms of how the futures emphasis has influenced their results. Mr. Cawelti felt that next summer some important recommendations will come out of this close communication.

In November Mr. Cawelti will attend a meeting of several major groups studying general education, and stressed the importance of making sense out of all the reports that will come out of their efforts.

Mr. Kiser, whose Ames Community School District is participating in the project, made several observations: (1) there are no clear-cut answers on how to redefine general education; (2) ASCD will not establish a national curriculum as a result of the project; (3) progress at the school level depends on the amount of time and staff spent on it. In terms of the project, Mr. Kiser said he has been proud of the kind of work ASCD has been doing
in the leadership of the study, that Mr. Cawelti has obtained excellent presenters, and that the local districts are very serious about the intent of the project.

Discussion continued on the outcome of the project and President Davis encouraged identification of the project with ASCD. He said the Department of Education is looking closely at what ASCD is doing in this area. Several members questioned where the results would lead and how to effectively put them to good purpose. Mr. Cawelti said that one outcome may be that money could be requested to fund regional networks of schools who want to begin their own study. Mr. Costa said he envisions two criteria: (1) influence the process, procedures of change; and (2) validate or describe the curriculum development improvement process.

President Davis thanked Ms. Long and Mr. Cawelti for their report and asked the council to think about additional plans or expectations with regard to this project.

Executive Council Program Development Subcommittee

Gwyn Brownlee (TX), chair, met with Executive Council subcommittee members Sid Estes (GA), Lu Kiser (IA), Nelson (Pete) Quinby (CT), and Ruth Long of the ASCD staff, immediately prior to the council meeting. She said the committee discussed how ASCD is evolving into an organization more concerned with program kinds of things, what do we do for members in terms of programs, and the need for coordination between NCSI topics, publications, and other services, in order to be more responsive to ASCD's stated goals.

Ms. Brownlee suggested that the subcommittee arrive one day prior to the scheduled Executive Council meeting so they can have ample time to deliberate, and then meet with program development staff and publications staff to integrate their ideas.

The subcommittee recommended the following for funding:

(1) Curriculum and Instructional Trends in American Elementary Schools (original title was Curriculum and Instructional Issues in American Schools);

(2) Education Technology;

(3) Micro-Computers in Curriculum (original title was Educational Technology/Curriculum Development);

(4) Effective Supervisors;

and these were discussed in detail:

- Curriculum and Instructional Trends in American Elementary Schools
**Background:** There are a number of national educational issues that affect curriculum and instruction in schools. However, data are not available that illustrate how school district staff incorporate information about these issues in their decisions about curriculum and instruction.

**Purpose:** As a result of this study, an issues survey will be developed and administered. Data from the survey will indicate how schools respond to issues affecting curriculum and instruction. The survey, with minimal revision, will be administered on a yearly basis. This annual data base will enable ASCD to monitor trends across the country, to speak out on educational issues, and to assume a leadership role in policy development.

**Product:** This study will provide (1) a reusable issues survey, and (2) data from the initial survey.

**Funding Period:** October 1982 – August 1983.

**Funding Amount:** $3,000.

**Project Director:** Janice Adkisson, Director
ASCD Resource Information Service

This suggested project elicited a great deal of discussion, and Mr. Cawelti suggested that the word "practice" might be more appropriate than "issues." He said the focus is on elementary schools and that one of the things the study would do is look at the ratio of teachers and supervisory staff, determine whether there is teaming in the schools, whether they use television or micro-computers, whether there is censorship in the schools, or bilingual education.

It was suggested that some of these things are actually practices, i.e. the use of television, and Mr. Hunkins questioned whether the focus would be on issues or decision-making models.

President Davis supported the project, saying that ASCD may find that it would be a good practice to conduct the survey each year, that the Gallup Poll might be a good model, and that it might provide helpful information for policy and analysis issues consideration. Mr. Brandt also supported funding of the project because he is often asked to speak out on national trends, but has no source of knowledge, and he felt ASCD should be the national source of trends information. Mr. Cawelti said the project would definitely be a trends study but the request would be for factual descriptors.

Mr. Rankin urged Mr. Cawelti to convey to Jan Adkisson that she should seek assistance from qualified people who could help with sampling procedures, and Mr. Costa suggested that she be asked to consult with Mr. Rankin. Mr. Cawelti said NCES would also be a good source.
Mr. Costa MOVED and Mr. Finkel SECONDED approval of the Curriculum and Instructional Trends in American Elementary Schools project, keeping in mind the discussion of the Executive Council. MOTION CARRIED.

- Education Technology

**Background:** The new technology is creating a critical need for ASCD to become proactive in developing programs that will assist membership in coping with the impact of technology on curriculum and supervision. A committee such as this one should orchestrate these programs.

**Purpose:** To provide direction and coordinate for ASCD in activities related to education technology.

**Product:** This committee will meet twice a year to interact on ideas, program development progress, and to formulate suggestions regarding future action of ASCD, and the coordination of resources, etc.

**Funding Period:** Through August 31, 1983.

**Funding Amount:** $2,500.

It was MOVED and SECONDED that the Education Technology project be approved for funding. MOTION CARRIED.

- Micro-Computers in Curriculum. (The original title of this suggested project was Educational Technology/Curriculum Development.)

**Background:** Many educators recognize that the current past-oriented curriculum must be reevaluated, but innovation is currently unpopular. This is particularly unfortunate at a time when technological developments are rapidly making current practices and content obsolete and public schools are in danger of being replaced, at least partially, by other institutions.

Even if educators were free to make any changes they desired, however, most of us would not know what knowledge will be of "most worth" in the decades ahead. ASCD should provide leadership in helping identify it.

**Purpose:** ASCD, working in conjunction with subject area associations, will clarify the essential elements of the content of elementary and secondary education in light of changing technology.

**Product:** ASCD's Executive Director and others whom he will designate will meet with the Executive Director and two or three teacher representatives of subject matter associations (National
Council for the Social Studies, National Council of Teachers of Mathematics, National Science Teachers Association, National Council of Teachers of English, and the International Reading Association), with technology specialists, and others (e.g., the Education Commission of the States) to discuss how microcomputers can be better used in social studies, mathematics, science, English and reading. They will plan and conduct one or more invitational conferences, disseminate results of the conferences as a publication or in some other form, and share information with members of ASCD’s Network on Redefining General Education in the American High School.

Funding Period: October 1982 - June 1983.

Funding Amount: $5,000.

Discussion about the proposed project followed and Mr. Rankin suggested that Mr. Cawelti meet with people from computer consortia, such as the Northwest Labs. He questioned whether the project should be limited to micro-computers but the group concurred that it is not the wide focus of education technology, just micro-computers.

President Davis suggested changing the title from Educational Technology/Curriculum Development to Micro-Computers in Curriculum and this suggestion was well-taken. Mr. Brandt said he felt the stated purpose and product were at odds with one another, but Mr. Cawelti disagreed, saying this project will do two things: (1) act as a service to schools now (what's the best practice for the use of micro-computers in social studies, math, English, etc.); and (2) answer the question "what does rapid retrieval mean for these various subject areas?"

Ms. Brownlee said that ASCD should look at this area by means of NCSIs, publications, and other means of information dissemination. After further discussion,

Mr. Hunkins MOVED that this project be approved for funding with a change in title to Micro-Computers in Curriculum.

Mr. Taylor SECONDED THE MOTION. MOTION CARRIED.

- Effective Supervisors.

Background: Do supervisors make a difference? ASCD needs to coordinate a study to determine what impact effective supervision has on instruction. A basic need exists to improve education in an era of continuing emphasis on accountability and quality.

Purpose: Members of the committee will (1) design and begin a
study to identify effective supervisory practices as they relate to central office/district levels and the building level, and (2) provide recommendations for the direction that ASCD should take in programs, training and publications, and (3) compile an analysis of school district contrasting staffing practices and results.

**Product:** The study will provide (1) criteria upon which supervisors might be judged as effective, and (2) help the association plan what it should do in the next ten years to help school staff who are assuming supervisory responsibilities.

**Funding Period:** October 1982 - June 1983.

**Funding Amount:** $14,000.

**Project Members:** Robert Anderson (TX), chair
Carl Glickman (GA)
Judy Minnehaha (KY)
Tim Sergiovanni (IL)
Louise Herot (CT)
Arthur Blumberg
Alice Houston (WA)
Charles Guditis (PA)
Don Offermann (IL)
Art Costa (CA)

Mr. Costa opened discussion on this project, saying the project includes several tasks and questioning how they all fit together. Mr. Cawelti said that the project may have to be funded again next year, or it could be that some of the work of the project could be assigned to Ph.D. students or to other researchers. He asked the question: "Can you observe any differences in school districts with good supervisors or a lot of supervisors from those school districts that don't have very many supervisors or who have poor supervisors?" He also asked what the criteria would be that would be used for measuring effectiveness. Mr. Finkel said that supervisors in urban areas are principals, and Mr. Rankin expressed concern about the criteria used. President Davis said that the word "supervisor" was being confused with the word "supervision." He said he felt that the committee as a whole couldn't do the research but that they might be able to identify a research effort and could proceed from there. He also stressed that this is a program activity and that this may result in a research project.

The committee members were reviewed and Ms. Brownlee suggested adding Mr. Costa's name to the list. Following further discussion,

Mr. Kiser MOVED and Mr. Estes SECONDED approval of the Effective Supervisors project. MOTION CARRIED.
Following approval of the four projects there was some general discussion about program development. Mr. Rankin, for example, asked "what is program development - what are the criteria by which projects are brought to the Executive Council for approval?" and there was some concern that the council reacted to these projects but that they didn't have an opportunity as a committee of the whole to have input into developing project ideas. Mr. Cawelti said that in the future Ms. Long should do the presentation rather than the subcommittee chair. President Davis then asked what role the subcommittee would play under that arrangement, and the answer was that they would help answer questions about the program or projects.

Mr. Costa suggested that there should be a procedural statement to help future committees work more efficiently and answer questions about how program development occurs. Mr. Taylor supported these statements, saying the charge is not always clear enough and should be spelled out more clearly. President Davis said that he's concerned about how ideas become projects, that we need to have a greater range of ideas in program development, and that something like the slide tape presentation shouldn't have been a program development project.

ASCD Leadership Foundation Fund Report

Ms. Marentette, ASCD Leadership Foundation Fund Coordinator, reported on the following foundation activities:

- The Board of Directors was surveyed regarding establishment of a National Leadership Training Center and/or Network, which would emphasize building people, not programs. Fifteen responses out of a possible 200 were received, the majority of which were strongly supportive.

- An ad was produced for Educational Leadership which can also serve as a flyer to be included with other mailings to the membership.

- Foundation Chairman, Don Frost, is guest editor for the November Update, and in the same issue foundation tax advantages as well as other general information will be mentioned.

- President Davis has suggested a fundraising project for the 1983 Annual Conference, with the possible title "The 1983 Club." This would involve a $19.83 member donation and the contributor would receive a ribbon or pin that could be worn during the conference. This recognition could serve as a means of obtaining support from other members and encourage those who have not given anything by next March to give $19.83 in the "spirit" of the conference. Foundation materials could be available at the ASCD exhibit booth or at a specially designated area.

- Foundation contributions total $8,607 to date.
The Executive Council expressed its regret at the lack of contributions and there was considerable discussion about how the efforts of the foundation are perceived by the membership. "How serious is the intent of the foundation?" was one of the questions asked, and Ms. Marentette was also asked how many contributors were responsible for the $8,607 in the fund. She responded that 30 out of an approximate 36,000 membership had contributed as of this date.

The council discussed how best to assist the foundation trustees to make the fund a successful effort and a number of ideas were suggested, including focus on two small scholarships to provide some concrete result of the contributions and visibility to the fund. Mr. Estes urged consideration of some means of acknowledgment of contributions, i.e. ribbon on conference badge, plaque, pin, etc. After a lengthy discussion,

Mr. Costa MOVED and Mr. Kiser SECONDED THE MOTION to convey the following suggestions to the foundation fund trustees for their consideration and possible implementation:

1. Implement the $19.83 Club plan;

2. Post signs about the foundation at the Board of Directors meeting in Houston;

3. Include a place for contribution on
   a. the ASCD membership form, and
   b. the conference registration form;

4. Some form of recognition (pin, ribbon, plaque, etc.) should be given to those who have contributed;

5. Place on the Board of Directors' agenda time to brainstorm issues and strategies for foundation to address;

   6. Give a strong "pitch" for the foundation at a general session.

MOTION CARRIED.

Further discussion followed and it was agreed that the purpose and direction of the fund should be clarified, and that the council should be as helpful to the trustees as possible in this early stage of the foundation.

Resolutions Committee Appointments

Two members are to be appointed to the Resolutions Committee, and Mr. Finkel reminded the council that there is a skill involved in preparing and writing resolutions. He urged that
these skills be considered when suggesting appointees. Ms. Hughes supported Mr. Finkel's statement, saying that those selected would have to be committed because it's a hard job, and that they would have to be willing to attend the meetings. Several possible members were suggested, with sex, ethnic origin, geographic location, and professional affiliation carefully considered.

Mr. Estes MOVED and Mr. Taylor SECONDED THE MOTION that the following be appointed to the Resolutions Committee:

Dr. Claire Lavin
Special Education
College of New Rochelle
Chidwick 105
New Rochelle, NY 10801

Dr. William Van Til
Coffman Distinguished Professor Emeritus of Education
Indiana State University
Terre Haute, IN 47809

MOTION CARRIED.

Policy and Issues Analysis

In June 1982 the Executive Council appropriated $10,000 to develop procedures for probing policy issues considered important to curriculum leaders at the national, state, and local levels. Mr. Cawelti said that the end result will be (1) releases by the President or Executive Director stating ASCD's position on issues, (2) dissemination to affiliated unit presidents for policy discussion or legislative network use, or (3) publication of recommendations on analysis of issues to the membership in general. This will help identify a more definitive "national program" each year in which the President and Executive Director can give a greater sense of direction to affiliated units and to resource allocation decisions for programs.

Mr. Cawelti reported that he and President Davis had met with representatives of NIE, NSBA, the Rand Corporation, the University of Maryland, and Ohio State University, to explore how ASCD might strengthen its role in policy analysis. They suggested several ways this could be done and asked that the council help identify a few issues that could be addressed in the months ahead. He added that three issues he felt should be pursued immediately are: (1) state level school improvement initiatives; (2) bilingual education; and (3) educating the handicapped.

Mr. Estes said he has favored policy analysis but is concerned
about the role resolutions will play in this thrust and asked where are the resolutions that need the support of ASCD. Mr. Cawelti said the policy analysis issue may produce new ones and answer some existing ones. He said it raises further questions about what ASCD does once it has an issue which needs immediate response.

Mr. Costa also supported policy analysis, saying that as education becomes more politicized, educators work differently. He said ASCD tries hard to provide information on issues, transcends axes to grand, researches policies and brings them to the membership. Mr. Rankin said that one of the variables is the speed with which ASCD could react to issues. He said there should be a group that could convene by telephone in response to council-identified issues, and could have the authority to speak for the officers and ASCD.

Mr. Davis said the procedure Mr. Rankin just described would be workable, but the other issue facing the council is to consider the long-range, intensive, policy analysis role. Mr. Costa said he did not fear policy analysis, but the role of advocacy remained unclear, and Mr. Hunkins said that would be crucial. He said moves against education are well-organized and ASCD should use similar procedures to advance its cause(s) into political reality. Following this discussion,

Mr. Costa MOVED and Mr. Hunkins SECONDED THE MOTION to approve the thrust of the policy analysis effort cited by Mr. Cawelti, as well as others to be identified by the council. MOTION CARRIED.

Request to Affiliate with Committee for Education Funding

The Executive Council discussed membership with the Committee for Education Funding, formerly the Committee for Full Funding. This group is currently involved in efforts to continue the Department of Education and it was felt that the $1,200 membership fee was too high for this year's budget.

Combined Affiliate/National Membership

Some of the regional and state affiliates have expressed an interest in a "combined membership" recruitment program whereby national ASCD would promote national membership and affiliate membership by means of one form, either at renewal time or when mailing is made to a newly obtained list of prospects. Mr. Bralove said he had researched this issue in terms of marketing, past experience, and budget, and determined that

1. philosophically this is not consistent with ASCD's policy of open membership in that a member of national does not have to be
2. every state affiliate has a different dues structure, and in some cases, various regions within the affiliates have dues structures different from the affiliate and national;

3. this policy would exhibit too much control by national over the affiliates, which are autonomous in nature;

4. costs of administering this would be extremely high, not only because it would mean considerable administrative time, but because of the computer programming involved;

5. this may be perceived as a "hard sell," and would be requesting $50 or $60 in fees, which marketing advice says would reduce the rate of membership renewals.

Mr. Bralove said ASCD had collaborated with one affiliate unit and one regional affiliate with them collecting national dues, and he said it was not a successful arrangement. He said he and Ms. Berreth would work together to devise a plan to assist with the affiliate units' marketing efforts. He said ASCD national could help identify national members who are not members of their state affiliate, and promote affiliate membership, perhaps with a notice included in membership mailings.

Mr. Bralove was asked if anything could be done about duplicate mailings to members. He said he was addressing this problem in the Update currently in the planning stages, and that some 60,000 names were eliminated from the last promotion mailing. He said that when ASCD obtains a list of potential members, the names are run through the computer to eliminate duplications and delete the names of current members. Regardless of this process, he said some do slip by, especially if one address is at school and the other at home. The computer doesn't recognize the two addresses as belonging to the same person. Mr. Bralove said he will correspond with the Board of Directors to explain why the duplications happen so that they can convey this information to those who complain to them.

Panels Appointed for ASCD's Outstanding Dissertation Award

The ASCD Dissertation Award is given in recognition of dissertations that have done the most to advance knowledge and understanding during the past year in the fields of (1) curriculum development, theory and practice, (2) instructional supervision, theory and practice, and (3) instructional procedures, theory and practice. Dissertations submitted must be completed and approved during the academic year of September 1, 1481 – August 31, 1982. Applicants must submit a dissertation abstract by December 1, 1982, to the Executive Director. The Executive Council was asked to appoint a panel of professors and practitioners who are ASCD members, and
President Davis appointed Mssrs. Costa, Rankin and Taylor to prepare a slate of recommendations. They submitted the following for consideration:

**Curriculum Panel**

Dr. William Schubert  
University of Illinois  
Chicago, IL

Dr. George Mahaffey  
Eastern New Mexico University  
Portales, NM

Dr. Elizabeth Vallance  
Kansas State University  
Manhattan, KS

**Instruction Panel**

Dr. Jan Jeter  
Dominican University  
New Orleans, LA

Dr. Jessie Kobayashi  
Superintendent of Schools  
San Jose, CA

Dr. Lawrence Lezotte  
Michigan State University  
East Lansing, MI

**Supervision Panel**

Dr. Harold Turner  
University of Missouri  
St. Louis, MO

Dr. Thelma Spencer  
Educational Testing Service  
Princeton, NJ

Dr. Hawthorne Faison  
Shaker Heights, OH

Mr. Estes MOVED and Mr. Hunkins SECONDED approval of the recommended panel members. MOTION CARRIED.

Mr. Finkel noted that the winners would be recognized at the 1983 Annual Conference in Houston, where they would present their dissertations, but that ASCD did not offer travel reimbursement, and he offered his objection to this policy.

**President's Fund**

Mr. Cawelti reviewed the provisions of the President's Fund over a three-year period for clerical help, postage and telephone expense, spouse travel, and other reasonable expenditures. He then reviewed the President's Fund for Institutional Support, established at last June's Executive Council meeting, which would provide replacement personnel funds for the President if he/she needs to be away from his/her professional duties on behalf of ASCD. Mr. Finkel said he would need institutional support from October, 1982 through June, 1983, and requested $4,500 for this purpose.
Mr. Hunkins MOVED and Mr. Estes SECONDED approval of $4,500 from the President's Fund for Institutional Support from October 1982 to June 1983. MOTION CARRIED.

New Nominations and Elections Code Reviewed

Ms. Hughes questioned the inclusion of an out-dated nomination procedure form in the attachments to the Executive Council meeting agenda. As a result, the elections procedures check list, which was approved as a part of the Nominations and Elections Code at the Board of Directors meeting last March, was reviewed by Ms. Hughes with staff members Thomas, Berreth, and Fitzpatrick. Ms. Hughes reported that the staff had done an admirable job in implementing and carrying out the changes, and that the wrong form had apparently been inadvertently included in the attachments rather than the current one. There was, however, an additional question carried over from the June meeting with regard to vacancies created on the Board of Directors after a board member had been elected to the Executive Council. There were two contradictory policies and it was suggested that the staff prepare information for clarification and work with Ms. Hughes to report at the next meeting of the Executive Council.

Information Item

Mr. Costa discussed a letter from a member of the California Teachers Association which suggested he might help strengthen involvement in ASCD efforts. President Davis encouraged Mr. Costa to work with the staff on this.

Recognition for Past Presidents and Association Notables

President Davis said he would work with Mr. Cawelti to implement a number of suggestions made to recognize the service and contribution of past presidents and association notables before the March meeting of the Executive Council.

Liaison and Project Reports

- Essentials of Education. Ms. Berreth reported that this group is planning a conference next spring and that she would keep the council informed.

- Urban Curriculum Leaders Conference. The tenth annual meeting of this group will be held in Washington, DC, December 9-11, and will be attended by President Davis and President-Elect Finkel.

- March of Dimes Project. The March of Dimes has funded a project to disseminate last year's publication and videotape, Healthy
Mothers, Healthy Babies. Meetings will be held in Denver, Chicago, San Francisco and Long Island with school district and community representatives attending.

• Kent State Study Tours. ASCD is sponsoring two study tours to Russia, one of which will be coordinated by President Davis. An information letter will be mailed to the membership about the tours.

• Council of Professors of Educational Administration. President Davis met with this group, which is a group he felt ASCD could work with. They were, until recently, affiliated with AASA but a new dues structure has revised their rights as members and they are seeking other close affiliations. Mr. Costa encouraged development of a relationship with this group and said he would like to invite them to meet with ASCD.

• Educational Leaders Consortium. Mr. Cawelti reported on this group, which is composed of the heads of the major area educational associations. He said they meet two or three times each year and that the association presidents attend an annual spring meeting. Mr. Cawelti said ELC met with statistics people on trying to establish indicators of education in America, and Ted Bell recently, and that it is a useful group to communicate with.

• Canadian Association of Curriculum Studies. The ASCD president normally attends the meeting of this group, but President Davis was unable to do so this year.

Long-Range Planning

A preliminary discussion was held on Saturday afternoon on the long-range planning process which is now underway. Council members reviewed materials which had been mailed to them prior to the meeting describing ASCD activities during recent years. Mr. Cawelti said that a survey of the membership would be conducted to obtain their rating of ASCD services and that the Board of Directors would also be asked to provide such information. Major goal areas of ASCD will be examined along with affiliated units and governance-management issues.

Because of insufficient time for council discussion of such issues, and because some members had to leave early, it was decided to hold a special meeting of the Executive Council in Tulsa beginning on Friday, January 21, 1983, at 1:00 p.m., and ending at noon on Sunday, January 23. It was felt that the survey results would be available by that time, and that the council could assist in developing the documents and procedures to be followed with the Board of Directors at the Houston conference. The final five-year plan will be adopted by the Executive Council in June, 1983.
Adjournment

President Davis thanked the group for its careful deliberation of many issues over the past three days and the meeting of the Executive Council was adjourned at 3:30 p.m. on Saturday, October 16, 1982.
## ASCD
### FY 1982 Results and FY 1983 Approved Budget

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### ASCD
FY 1982 Results and
FY 1983 Approved Budget

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<td></td>
</tr>
<tr>
<td>Staff expenses</td>
<td>12,000</td>
<td>9,155</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Meal functions/tours</td>
<td>10,000</td>
<td>24,240</td>
<td>18,000</td>
<td></td>
</tr>
<tr>
<td>Audio-visual</td>
<td>12,000</td>
<td>7,410</td>
<td>10,000</td>
<td></td>
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<tr>
<td><strong>Total Annual Conference</strong></td>
<td>$118,000</td>
<td>$114,282</td>
<td>$119,000</td>
<td></td>
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<tr>
<td><strong>Program Development</strong></td>
<td>$25,000</td>
<td>$20,432</td>
<td>$50,000</td>
<td>21</td>
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<tr>
<td><strong>National Curric. Study Institutes</strong></td>
<td>$100,000</td>
<td>$114,385</td>
<td>$121,000</td>
<td>22</td>
</tr>
<tr>
<td><strong>Research Information Service</strong></td>
<td>$5,000</td>
<td>$10,362</td>
<td>$8,000</td>
<td></td>
</tr>
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</table>
### ASCD

**FY 1982 Results and FY 1983 Approved Budget**

<table>
<thead>
<tr>
<th>Expenses (cont.)</th>
<th>FY 1982 Approved Budget</th>
<th>FY 1982 Unaudited Actual</th>
<th>FY 1983 Approved Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Development Prog.</td>
<td>$0</td>
<td>$437</td>
<td>$15,000</td>
<td>23</td>
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</tbody>
</table>

| Committees and Conferences: | | | |
| Conference planning | $7,000 | $4,013 | $7,000 |
| Executive Council | 22,000 | 21,244 | 22,000 |
| Nominations | 2,000 | 3,192 | 2,000 |
| Bd. of Directors/committees | 4,000 | 7,506 | 6,000 | 24 |
| Presidents' expenses | 11,000 | 8,149 | 11,000 | 25 |
| Executive Director's expenses | 1,000 | 474 | 1,000 |
| Publications | 3,000 | 3,740 | 3,500 |
| Resolutions | 4,000 | 3,659 | 5,000 |
| Review Council | 4,000 | 4,549 | 4,000 |
| Unit Presidents Meeting | 8,000 | 10,637 | 8,000 |
| Yearbook | 3,000 | 379 | 2,000 |
| Urban Curric. Leaders & ELC | 5,000 | 5,496 | 5,000 |
| Constitutional Review | -0- | 7,803 | -0- |
| Constitutional ballot mailing | -0- | -0- | -0- |
| NCATE (WCCI-1982 actual) | -0- | 6,037 | 2,500 |
| Misc. Activities and Travel | -0- | 19,774 | 10,000 | 26 |
| **Total Comm. & Conferences** | **74,000** | **106,653** | **89,000** |

| State Affiliated Unit Liaison: | | | |
| Officers travel | $9,000 | $4,816 | $8,000 |
| Staff travel | 9,000 | 14,365 | 12,000 |
| **Total Field Services** | **18,000** | **19,183** | **20,000** |

| Salaries and Related Expenses: | | | |
| Hospitalization | $54,000 | $51,824 | $54,000 | 27 |
| Hourly employment | 1,000 | 1,712 | 2,000 |
| Life insurance | 2,000 | 3,268 | 4,000 |
| Retirement | 67,000 | 64,035 | 70,000 | 28 |
| Salaries | 632,000 | 614,944 | 712,000 | 29 |
| Social security | 36,000 | 37,485 | 44,000 |
| Disability | -0- | 3,200 | 3,200 | 30 |
| Unemployment & Workmen's Comp. | 8,000 | 5,561 | 7,000 |
| **Total Salaries** | **801,000** | **778,829** | **896,200** |

| Operating Expenses: | | | |
| Equipment | $14,000 | $50,580 | $30,000 | 31 |
| Equipment maintenance | 15,000 | 15,562 | 18,000 |
| Accounting and payroll | 5,000 | 2,200 | -0- | 32 |

| Member. & Subscription distrib: | | | |
| Forms | 22,000 | 28,077 | 27,000 |
| Postage | 86,000 | 113,564 | 115,000 | 33 |
| Mailing fees | 38,000 | 55,207 | 40,000 |
| Programming | 8,000 | 67,541 | 20,000 | 34 |
| Data processing | 29,500 | 29,517 | 29,500 |
| Computer maintenance | 14,000 | 12,110 | 12,000 | 35 |
| Other | 4,149 | | | |
### ASCD

**FY 1982 Results and FY 1983 Approved Budget**

<table>
<thead>
<tr>
<th></th>
<th>FY 1982 Approved Budget</th>
<th>FY 1982 Unaudited Actual</th>
<th>FY 1983 Approved Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses (cont.):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office supplies</td>
<td>$20,000</td>
<td>$31,480</td>
<td>$25,000</td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td>29,000</td>
<td>38,420</td>
<td>40,000</td>
<td></td>
</tr>
<tr>
<td>Principle &amp; interest (bldg.)</td>
<td>64,000</td>
<td>63,850</td>
<td>64,000</td>
<td></td>
</tr>
<tr>
<td>Heat, light, power</td>
<td>8,000</td>
<td>9,985</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>19,000</td>
<td>24,254</td>
<td>22,000</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>6,000</td>
<td>4,634</td>
<td>6,000</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous taxes</td>
<td>1,000</td>
<td>10,040</td>
<td>7,000</td>
<td></td>
</tr>
<tr>
<td>Legal and audit</td>
<td>6,000</td>
<td>7,500</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>Cleaning and maintenance (bldg.)</td>
<td>9,000</td>
<td>6,227</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,000</td>
<td>7,564</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$397,500</strong></td>
<td><strong>582,463</strong></td>
<td><strong>$485,500</strong></td>
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**Other Expenses:**

<table>
<thead>
<tr>
<th></th>
<th>FY 1982 Approved Budget</th>
<th>FY 1982 Unaudited Actual</th>
<th>FY 1983 Approved Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues</td>
<td>$1,500</td>
<td>$1,906</td>
<td>$1,500</td>
<td>36</td>
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<tr>
<td>Foundation</td>
<td>0</td>
<td>9,743</td>
<td>7,000</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous (incl. SDCF)</td>
<td>9,000</td>
<td>16,850</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Expenses</strong></td>
<td><strong>$10,500</strong></td>
<td><strong>28,499</strong></td>
<td><strong>$18,500</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Total Expenses**

<table>
<thead>
<tr>
<th></th>
<th>FY 1982 Approved Budget</th>
<th>FY 1982 Unaudited Actual</th>
<th>FY 1983 Approved Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income</td>
<td>$2,528,700</td>
<td>$2,776,500</td>
<td>$2,914,725</td>
<td></td>
</tr>
<tr>
<td>Total Expenses</td>
<td>2,432,900</td>
<td>2,791,247</td>
<td>2,816,200</td>
<td></td>
</tr>
<tr>
<td><strong>Excess of Income over Expenses</strong></td>
<td><strong>$95,800</strong></td>
<td><strong>(14,747)</strong></td>
<td><strong>$98,525</strong></td>
<td>37</td>
</tr>
</tbody>
</table>

### NOTES

1. 19,275 comprehensive members @ $48 = $925,200
   6,425 comprehensive members @ $43 = 276,275
   **26,700** = **$1,201,475**

2. 6,160 regular members @ $38 = $234,080
   2,640 regular members @ $28 = 73,920
   **8,800** = **$308,000**

3. Some decrease in sales partially offset by increase in efficiency of billing and collection of accounts.

4. Increase in sales and rentals due to additional presentations added to ASCD's library plus increasing demand.
5. 37 NCSI's for FY 1983: 32 2-day @ $5,500 $176,000
   5 4-day @ $8,000 40,000
   $216,000

6. 150 subscribers @ $700 each

7. 65 booths @ $550 $35,750
   65 booths @ $600 39,000
   $74,750

8. 1,900 members @ $55.00 $104,500 ($10 increase in fees)
   500 non-members @ $75 37,500 ($10 increase in fees)
   100 students @ $35 3,500 ($5 increase in fees)
   400 spouses @ $20 8,000 ($5 increase in fees)
   2,900 $133,500

9. 8 issues; 80 pages; four color cover; 43,000 copies each issue. ASCD
   will change to new printer, with accompanying substantial savings.

10. Four booklets sent to comprehensive members; 2 @ 96 pages; 2 @ 120 pages.
    Each booklet - 35,000 copies. Also includes printing of Curriculum
    Materials and calendar.

11. 41,000 copies of 200 page soft cover, foil stamped, yearbook.

12. 8 issues, 8 pages each, 35,000 copies printed each issue. Also in-
    cludes separate conference resolutions insert and 4 issues of
    Curriculum Update.

13. Increase due to increase in sales and projected increase in production
    costs.

14. 2 videotapes produced at $15,000 each; 2 videotapes produced at $8,000
    each; 1 videotape produced at $5,000; 1 film strip kit produced at
    $6,000; $3,000 for miscellaneous production costs.

15. Increase due to adding more presentations to inventory, increase in
    sales, and projected increase in reproduction costs.

16. Increase in labor charges for fulfillment offset by converting to in-
    house computer system. Conversion has been delayed, and is now
    expected to take place October 1, 1982.

17. See Membership Marketing Committee Report in March, 1982 Board of
    Directors minutes for full discussion and recommendations regarding
    membership marketing. Assumes 3 major direct mail campaigns,
    insert cards in Educational Leadership, poster mailings, etc.
    Represents 11.2% of total expenses, down slightly from similar

18. One less mailing than in FY 1982.
NOTES

19. As videotape/film sales become a greater percentage of income, proportionately more marketing money will be spent on it.

20. 100,000 pieces mailed at $250 per thousand.

21. The following were funded by the Executive Council in its June, 1982 meeting: ASCD Slide Tape Presentation $5,000
    Revision of NCATE Guidelines 2,500 (see Comm. & Conf.)
    Second. Sch. Network on Redefining General Education 8,000
    Policy Analysis 10,000
    $25,500

Other projects will be discussed and funded at the October, 1982 meeting of the Executive Council.

22. 32 2-day institutes @ $3,000 $ 96,000
    5 4-day institutes @ $5,000  25,000
    $121,000

23. 150 subscribers at $100 each for cost of videotapes, postage, printing of newsletter and other costs.

24. Includes costs for Board of Directors meeting, Annual Report, minutes, Board-appointed committees not elsewhere accounted for, and other costs directly associated with the Board of Directors.

25. Each president is currently allocated $11,000 during his or her 3-year term for reimbursement of his or her institution for time away, secretarial expenses, etc. The $11,000 is not necessarily spent evenly over the 3-year term.

26. Includes travel to meetings by the three presidents and the Executive Director, as well as staff, that is not chargeable to other accounts.

27. ASCD moved to new plan on January 1, 1982 which included dental plan for same amount of money as prior plan without dental coverage.

28. ASCD contributes 12% of each full time employee's salary to TIAA-CREF.

29. Includes 7% salary increase. Also includes addition of 2 part-time employees to editorial staff and public information coordinator/foundation specialist (all hired in second half of FY 1982).

30. The Executive Council authorized the addition of a disability program for employees that coordinates and is consistent with current ASCD policies and practices.

31. Includes purchase of computer equipment for word processing, as well as purchase of some furniture, equipment, and replacement of old typewriters.
NOTES

32. With the transfer of all accounting and payroll processing to ASCD's computer, there is no longer a direct expense for this item.

33. No postal rate increase is anticipated for FY 1983.

34. Cost of programming to put publications fulfillment on ASCD's computer has run substantially more than anticipated. Bulk of FY 1983 programming budget is to complete this job and add word processing/typesetting to ASCD's computer. Savings anticipated over a three year period is projected at approximately $125,000.

35. Some maintenance changed from monthly service contract to time and materials basis.

36. One mailing to the entire ASCD membership was implemented in FY 1982 for the ASCD Leadership Foundation and another one is anticipated in FY 1983.

37. The Executive Council passed a motion to set as a goal by FY 1983 to have a cash reserve of $300,000. This is the third and last year in the plan to reach that goal. Through FY 1982, ASCD's cash reserve is $64,473.

38. ASCD's books are maintained on a modified cash accounting basis, recognizing accounts payable and charging equipment, programming, and other assets in the year in which the expense is incurred regardless of whether more than one year benefits from these assets. The budget assumes this same method of accounting.

However, the official audit amortizes and depreciates certain assets and recognizes income items in the year in which they were earned rather than in the year in which they are paid. For FY 1982, it is estimated that the auditors adjustments will increase income by $47,000 in recognition of income earned in FY 1982 but not paid until FY 1983, and will decrease expenses by $71,000 in recognition of expenses incurred and charged to FY 1982 but chargeable to FY 1983 and future years.

Based on this estimate, ASCD will finish FY 1982 with an excess of income over expenses of approximately $114,000 on a modified accrual basis of accounting. The official audit will appear in the Annual Report.
### 1981-82 NCSI Series Evaluation

<table>
<thead>
<tr>
<th>Institute</th>
<th>Place</th>
<th>Attendance</th>
<th>Eval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional Leadership Teams</td>
<td>Taos</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Curriculum Improvement</td>
<td>New Orleans</td>
<td>65</td>
<td>4.5</td>
</tr>
<tr>
<td>Mastery Learning</td>
<td>New York</td>
<td>53</td>
<td>4.5</td>
</tr>
<tr>
<td>Strategies for School Improvement</td>
<td>Denver</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Middle Schools</td>
<td>Dallas</td>
<td>41</td>
<td>4.0</td>
</tr>
<tr>
<td>Student Motivation</td>
<td>Santa Barbara</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Leadership Styles</td>
<td>San Juan</td>
<td>33</td>
<td>4.6</td>
</tr>
<tr>
<td>Systematic Management of Curriculum</td>
<td>Clearwater Beach</td>
<td>30</td>
<td>4.4</td>
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<tr>
<td>Staff Development</td>
<td>Las Vegas</td>
<td>62</td>
<td>4.0</td>
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<tr>
<td>Approaches for Imp Discipline</td>
<td>Scottsdale</td>
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<td>N/A</td>
</tr>
<tr>
<td>Leadership Styles</td>
<td>Scottsdale</td>
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<td>4.8</td>
</tr>
<tr>
<td>Bilingual Education</td>
<td>San Antonio</td>
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<td>N/A</td>
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<tr>
<td>Curriculum Evaluation</td>
<td>San Diego</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Learning/Teaching Styles</td>
<td>Honolulu</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Models of Teaching</td>
<td>New Orleans</td>
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<td>4.3</td>
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<td>Dev Observation/Interview Skills</td>
<td>Las Vegas</td>
<td>22</td>
<td>3.9</td>
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<td>Futures and Education</td>
<td>Anaheim</td>
<td>44</td>
<td>4.0</td>
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<tr>
<td>Teacher Performance Evaluation</td>
<td>Anaheim</td>
<td>41</td>
<td>4.6</td>
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<tr>
<td>Instructional Supervision</td>
<td>Anaheim</td>
<td>33</td>
<td>4.1</td>
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<tr>
<td>Middle Schools</td>
<td>Anaheim</td>
<td>54</td>
<td>4.6</td>
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<tr>
<td>Stress/Time Management</td>
<td>Washington D.C.</td>
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<td>4.4</td>
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<tr>
<td>Effective Instruction</td>
<td>San Diego</td>
<td>41</td>
<td>4.1</td>
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<tr>
<td>Learning/Teaching Styles</td>
<td>New Orleans</td>
<td>42</td>
<td>4.7</td>
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<tr>
<td>Global Education</td>
<td>Chicago</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
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<td>St. Petersburg</td>
<td>18</td>
<td>4.4</td>
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<tr>
<td>Teacher Motivation</td>
<td>Chicago</td>
<td>32</td>
<td>4.2</td>
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<tr>
<td>School Climate</td>
<td>Williamsburg</td>
<td>46</td>
<td>4.4</td>
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<tr>
<td>Improving High Schools</td>
<td>New Orleans</td>
<td>44</td>
<td>4.3</td>
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<tr>
<td>Teacher Expectations and</td>
<td>Sitka, AK</td>
<td>47</td>
<td>2.7</td>
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<tr>
<td>Student Achievement</td>
<td>Denver</td>
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<td>4.4</td>
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<tr>
<td>Enhancing Thinking Abilities</td>
<td>Virginia Beach One-Day Series</td>
<td>1 per day - 2 day NCSI</td>
<td></td>
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<tr>
<td>Curriculum Mapping</td>
<td>Va Beach</td>
<td>43</td>
<td>4.5</td>
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<tr>
<td>Leadership Styles</td>
<td>Va Beach</td>
<td>38</td>
<td>5.0</td>
</tr>
<tr>
<td>Learning/Teaching Styles</td>
<td>Va Beach</td>
<td>52</td>
<td>4.8</td>
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<tr>
<td>Mastery Learning</td>
<td>Va Beach</td>
<td>43</td>
<td>4.6</td>
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<tr>
<td>Teacher Evaluation</td>
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<td>4.9</td>
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<tr>
<td>Thinking/Problem Solving Skills</td>
<td>Va Beach</td>
<td>12</td>
<td>3.7</td>
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<tr>
<td>School Climate</td>
<td>Va Beach</td>
<td>36</td>
<td>4.9</td>
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<tr>
<td>Writing for Prof Publication</td>
<td>Va Beach</td>
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<td>4.6</td>
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<tr>
<td>Curriculum Evaluation</td>
<td>Va Beach</td>
<td>43</td>
<td>4.3</td>
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<td>Education and Technology</td>
<td>Pittsburgh</td>
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<td>N/A</td>
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<td>Leader Behavior/Supervision</td>
<td>San Francisco</td>
<td>46</td>
<td>4.4</td>
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<tr>
<td>Instructional Improvement</td>
<td>Denver</td>
<td>54</td>
<td>4.6</td>
</tr>
<tr>
<td>Curriculum Development</td>
<td>Chicago</td>
<td>39</td>
<td>4.2</td>
</tr>
<tr>
<td>Developmental Supervision</td>
<td>New York</td>
<td>54</td>
<td>3.6</td>
</tr>
</tbody>
</table>
JO JONES

Fifteen institutes have been planned for the fall/winter series. These are described in a brochure which has been mailed to all ASCD members. The planning for 25 spring/summer 1983 institutes is almost complete.

1. Topics

A number of "new" topics will be offered. These include institutes on:

- Changing Occupational Trends for the 1990s
- Brain Function/Learning Styles
- Improving School Productivity
- Instructional Strategies for Social Studies
- Instructional Strategies for Mathematics
- Quality Circles
- Early Childhood

2. Dates

Four institutes are scheduled in Houston Thursday and Friday prior to conference. Nine one-day institutes will be held in Virginia Beach on June 27-29, 1983. Participants will choose one NCSI on each of the three days of the meetings. Five four-day institutes will be held during the summer, one in June and four in July. Two of these will be new NCISIs in the area of math and social studies.

3. Sites

We've scheduled institutes at several new sites this year - Indianapolis; Baltimore; Charlotte; Banff, Alberta; Hartford; Traverse City; and Charleston, South Carolina.

4. Fees

The fee schedule has changed slightly; for those who register a month or more in advance of an institute, the fee is $120 and $155 for non-members. For those who register less than a month in advance or on-site, fees are $135 and $170. We also offer team membership, one free for every four persons from the same school or organization. We have one NCSI, High Schools, in Phoenix for $85 and $120. This is offered as a "test."
ASSOCIATION FOR SUPERVISION
AND CURRICULUM DEVELOPMENT
Summary of Publications Committee Meeting
October 9-10, 1982

Present: Vincent Rogers (Chair), Barbara Quick, Thomas
Sergiovanni, Gilbert Valdez, Gerald Ponder, Mary
Belle McCorkle, Diane Berreth (ASCD), Ron Brandt (ASCD).

Committee members began by listing current concerns
and trends. Then they selected the following as suggested
themes for Educational Leadership in 1983-84.

Raising Standards--Consideration of the relationship
between standards and quality education. Examples
of success in raising standards of performance.
Comparison of U.S. and foreign education. Discussion
of what kind of schools we want.

Computer-Based Curriculum--Analysis of how use of com-
puters affects curriculum design. Descriptions of
existing and prototype computer-based curriculums.
Reports of school programs.

Leadership and School Cultures--Discussions of schooling
from a cultural perspective, including the rites
and rituals of school life and cultural leadership.

A Study of Schooling--A retrospective analysis of the
results of John Goodlad's massive study, including
an interview with Goodlad and articles commenting
on the methods and findings.

Private Schools and Public Education--Examination of the
role of private schools in American education,
portraits of exemplary private schools, debates on
vouchers, tax-credits, and so on.

Scientific Literacy for a High-Tech Society--What scientists
and other authorities consider essential elements of
mathematics, science, and technology for citizenship
and general career success when today's students are
adults.

The above themes are recommended for approval by the
Executive Council. Themes will not be announced in advance
for two issues but will be held open for later decision.
The Committee prepared three other recommendations to the Executive Council:

1. **School Visits.** A suggestion to conduct on-site "leadership seminars" at exemplary schools. Such visits might be preceded by articles in *Educational Leadership* or other publications (proposal attached).

2. **Curriculum Theory.** A suggestion that one of the four booklets published each year be devoted to curriculum theory and other scholarly material. This suggestion was preferred by a majority of members over either a new scholarly journal or a non-thematic refereed yearbook. In extensive discussion of the issue, it was agreed that lengthy scholarly articles probably do not appeal to a majority of ASCD members, but that a small but important group of members is very interested in curriculum theory and other scholarly material. Issues discussed included:

   --Does ASCD want to provide a forum for publication of such material in the belief that it may eventually have an important impact on practice?

   --If so, should the publication be distributed to all members—or all comprehensive members—or should it be available for subscription by interested persons?

3. **Yearbooks.** A proposal to postpone selection of a topic for the 1986 yearbook until there has been a survey of the membership asking for feedback on recent yearbooks. The proposal suggests that yearbooks might be commissioned on the basis of competitive proposals (proposal attached).

Committee members responded to proposals for new publications as follows:

**Booklets**

- **Staff Development**—Bruce Joyce
  
  Not approved.

- **Learning Styles**—Carolyn Mamchur
  
  Encourage preparation of a booklet on individual styles incorporating other systems as well as the Myers-Briggs typology.
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- Middle Schools—Joe Bondi and Jon Wiles/Joan Lipsitz
  Encourage further consideration of a booklet on
  "Effective Schools for Young Adolescents" by
  Joan Lipsitz.

- Science Education—Ed White
  Request a more detailed outline showing how such
  broad topics as "secondary school science" can
  be handled adequately in a brief chapter.

- Revision of Teaching Tomorrow Today—Ronald T. Laconte
  Possibility but not highest priority.

- "The Essentials Approach: Rethinking the Curriculum
  for the 80s," U.S. Department of Education, Basic
  Skills Improvement Program
  Should be reviewed for possible publication.

Videotapes

- The Principal as Instructional Leader
  Appears to overlap with "Effective Schools."

- Teaching Social Studies
  Seems too broad a topic to be meaningful.

- Toward More Effective Schools
  May be too much emphasis on this topic.

- Quality Circles in Education
  An excellent topic but the program must not
  be a promotion device for the authors.

- Motivating Teachers
  Suitable topic.

The next meeting of the Committee will be Saturday, March 5,
8:30 a.m. - 12 noon at the ASCD Annual Conference in Houston.
RECOMMEND:

(1) that funds be authorized for FY 1984 to establish a prototype scholarly journal in the areas of curriculum development, instruction, and supervision entitled Perspectives on Practice;

(2) that a careful evaluation of this prototype journal be done when it is published on or about January, 1984;

(3) that in June, 1984, the Executive Council establish a policy on the establishment of such a journal on a long-term basis;

(4) and that O. L. Davis, Jr., be named as editor for this prototype journal in this trial year.

The substance of this journal would be the scholarly interplay of inquiry, reflection, and practice in articles, commentaries, reviews, cares and notes. Advocacy, review, and inquiry would be encouraged. The focus would be a clarification, illumination, interpretation and organization for practice. The new perspectives revealed would take the form of "middle level" theorizing, deepened thinking about practical issues and questions in curriculum development and supervision. Perspectives on Practice would be a refereed journal welcoming all methodological inquiries including analytic, empirical, ethnographic, and historical.
MEMORANDUM

TO: Executive Council

FROM: Ron Brandt and LaBarbara Gragg on behalf of the
Censorship Project Team

SUBJECT: Statement on Censorship

The following statement on censorship is proposed for approval by the Executive Council and publication in a forthcoming issue of Educational Leadership.

Public schools are necessarily vulnerable to community influence, but in recent years pressures have become more intense.

The increase in conflicts over schools in general and curriculum and materials in particular has several probable causes. One is that certain organized groups are determined to reform society by imposing their values on others. These groups insist that textbooks and other materials reflect their views. Most such demands in recent years have come from fundamentalist conservative sources.

Another contributing factor is wider diversity of values and opinions. When most people lived in relatively stable rural communities, school board members and administrators were (and in similar circumstances often still are) in tune with citizens' views, which tended to be relatively uniform. Now--because of urbanization, greater mobility, instant communication, and rapid social change--that consensus is disappearing.
Just as opinions of citizens are more diverse, so are those of educators. Most teachers continue to see their role as transmitting the cultural heritage, while others lean toward exploration and change. To make their classes relevant to restless, worldly teenagers, they choose contemporary issues and authors, which may be considered controversial.

There is also an apparent drop in public confidence in most institutions, including schools. In many communities, people seem more willing to believe that educators cannot be trusted to make wise or fair decisions. They expect concessions and services that members of an earlier generation might have desired but would never have demanded.

Whether educators agree or disagree with concerns expressed by critics, they must act responsibly. They should bear in mind that education is governed by the public because it fulfills an important public purpose, should recognize the value of citizen participation, and should respect the right of parents to shape their children's schooling.

At the same time they should insist that, as in other fields, professional judgment must not be completely subservient to the popular will, and that educators' primary allegiance must be to the integrity of knowledge and the welfare of their students.

The Association for Supervision and Curriculum Development affirms that:

- Parents and other citizens have the right and responsibility to express their views about the merits and appropriateness of public school curriculum and materials.
- School systems should have well-defined procedures by which concerns can be communicated to school officials and responded to promptly, thoughtfully, and courteously.
• Adoption of such procedures is based on the presumption that some complaints may be valid—that decisions about choice or use of materials are properly subject to reconsideration.

• Materials should always be evaluated in reference to comprehensive educational criteria formulated in advance of any particular controversy.

• As defined by the United States Supreme Court in its recent decision in Pico vs. Island Trees, materials must never be removed or restricted for the purpose of suppressing ideas.

• The best hope for a sound decision in such cases is use of a predetermined process that assures thorough consideration of the issues by an objective group. Such "due process" is the best assurance of justice in any conflict, while actions by individuals—whether citizens or educators—that circumvent such deliberations are a threat to individual liberty and democratic process.
Position Paper by the ASCD Women's Leadership Project

ASCD has established and supported the ASCD Women's Leadership Project in an attempt to address issues relative to women as educational leaders. The ASCD Women's Leadership Project has formed recommendations for action based on a set of firm beliefs in equity for all. Presented herein are: a statement of our cultural heritage related to equity, ASCD's position regarding equity, and ASCD's Women's Leadership Project's set of beliefs which serve as a foundation for a set of recommended actions for ASCD.

Our Cultural Heritage

Democracy and human rights are values which are supported in our society in principle, if not always in practice. We have moved from a government by landowners and slave owners toward a government with voting rights for all men and women and a constitution which declares the equal rights of individuals regardless of race or religion. Many in our society have come to accept the value of a measure of cultural pluralism. We have become aware that "different" is not "undesirable" or "deficient." However, the direction in which our country is moving at the present time seems inimical to the gains we have made in the struggle against discrimination. The current climate requires reassessments and additional commitments from us.

As educational leaders we have a special responsibility; we influence the future leaders of our country. In order to have a better awareness of the complexity of our tasks, we must each keep in touch with developments and changes in our society and the world. As a minimum, we must be aware that

1. The peoples of the world are truly interdependent.
2. We live in a pluralistic society.
3. Sexism, racism, and ageism are reflected in our institutions and our language; they are difficult to eradicate.
4. Maximum use of the human resources in our society has not been realized.

ASCD's Position Regarding Equity
(See Synthesis of ASCD Resolution, 1980)

The Association for Supervision and Curriculum Development has often been in the forefront in support of actions designed to develop the human potential of all individuals. This organization has supported education that is multicultural, serves the needs of all learners, and provides a balanced curriculum. ASCD has also spoken out for equal rights and minority concerns. In line with these commitments, and because the current environment has become less favorable to all equity issues, the Women's Leadership Project believes that ASCD, as an organization of educational leaders has a special responsibility. ASCD must move even more visibly and aggressively in support of full equity in our schools and society.
Women in Educational Leadership

By providing leadership that influences staff development and curriculum ASCD can help to bring about changes that, in the long run, will aid men and women in contributing fully.

We believe that women can be effective educational leaders and that women should be given equal access to educational leadership positions and to inservice and preservice preparation for those positions. Women educational leaders have a special role to play. They provide models of possibility to young women. Their roles and actions help to validate women's experience of the world. Women in leadership roles can expand the perceptions and agendas of decision-making groups. They can encourage new awareness of stereotyping, the first step in bringing about change. They can monitor educational decisions which may be discriminatory in their impact. They can support and advise other women who aspire to and/or hold leadership positions.

We believe that educational leaders should critically evaluate curriculum materials and teaching methods for evidence of sex stereotyping and discrimination. They can help teachers become aware that schools as institutions reinforce sexism through their employment patterns and the "hidden curriculum" in the school's organization and activities. Teachers need help in teaching children to think critically and to evaluate the information they receive through the mass media and in textbooks. Educators have a significant role to play in influencing the perceptions of young people about the world and their futures. We all need to be more aware of the sexism and racism in our society.

Some ways that ASCD could strengthen and demonstrate its commitment to equity for women are:

1. Make a clear statement reiterating its support of equity and education for equity in the form of a resolution to be voted upon.
2. Review the role of women and minorities in ASCD's national office and in state affiliates and report its findings to the membership.
3. Establish a mechanism to promote and coordinate activities to further equity by working with ASCD state units, and with other national professional organizations.
4. Call upon all national educational organizations to stand and be counted in terms of policy commitment to equity, visible attention to equity issues in all publications and on all programs, and equity in the representation of elected leadership.
5. Provide leadership in awakening educators around the country to the need for equity in educational institutions and in curriculum by initiating appropriate curriculum institutes, publishing articles in Educational Leadership, and publishing special monographs.
6. Act as the catalyst to organize a national movement, such as an invitational convention or other forum which will have enough visibility and enough clout to focus national and perhaps even international attention on equity as it relates to women in educational leadership. Hopefully, such a convention would result in a set of "Cardinal Principles" of equity which could be used as referents to prick the collective conscience from time to time as needed, and refocus scattered efforts and weakened resolve.

Submitted by:
The ASCD Women's Leadership Project
June 1982