MINUTES
of the
EXECUTIVE COUNCIL MEETING

June 10-12, 1983
Alexandria, Virginia
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

June 10-12, 1983
Alexandria, Virginia

Presiding: Lawrence Finkel, President

* * *

The Executive Council meeting was called to order by President Lawrence Finkel at 2:30 p.m. on Friday, June 10, 1983, with the following council members present:

Lawrence Finkel, President (NY); Phil C. Robinson, President Elect (MI); O. L. Davis, Jr., Immediate Past President (TX); Arthur L. Costa (CA); Sidney H. Estes (GA); Robert C. Hanes (NC); Luther L. Kiser (IA); Marcia Knoll (NY); Elizabeth R. Lane (TN); Nelson (Pete) Quinby (CT); Stuart C. Rankin (MI); Bob L. Sigmon (VA). Francis P. Hunkins (WA) was unable to attend the meeting.

In addition to ASCD Executive Director Gordon Cawelti, the following staff members were present:

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

President's Greeting

President Finkel welcomed new members Hanes, Lane and Sigmon to their first Executive Council meeting and then directed his comments to a number of issues to be addressed during his term: increased teacher involvement and membership in ASCD; an accelerated role in developing curriculum; and more attention to elementary education.

March Minutes Approved

Mr. Costa MOVED and Mr. Kiser SECONDED approval of the minutes of the March meeting of the Executive Council. MOTION CARRIED.
Houston Conference Reviewed

Ms. Arlington reported that the 1983 ASCD Annual Conference held last March in Houston received high ratings for speakers and presenters, the response to conference format was positive, and that the educational value of the exhibits could be improved.

1984 Conference Planning Committee Report

1984 Conference Planning Committee Chair Marcia Knoll reported that the 1984 ASCD Annual Conference theme will be "1984--The Future Is Now," and major speakers are Isaac Asimov (prominent author), Arthur Jefferson (Detroit Public Schools Superintendent), Shirley Chisholm (Professor of Economics, Mt. Holyoke College), Jerome Bruner (New School for Social Research), and John Goodlad (Dean, Graduate School of Education, UCLA). New features will include Friday evening registration with assemblies following, roundtable discussions with experts in a given field, and the opportunity for conversation with the speakers following their presentations. Social activities will include a New York Harbor dinner cruise with dancing to two student bands, the annual dinner ball, local school visits, and area cultural activities and tours.

Mr. Finkel said that all hotels would be within walking distance of meeting areas, and that room rates start at $46. A column in the Update will provide practical information on area transportation, restaurants, hotels and current local activities.

President Finkel said the 1984 conference would address several critical issues, including technology, thinking skills, basic skills and human resource development.

1985 Conference Planning Committee Chair Appointed

Mr. Robinson MOVED and Mr. Davis SECONDED the appointment of La Barbara Gragg (MI) as 1985 Conference Planning Committee Chair. MOTION CARRIED.

Press Credentials Policy Adopted

Mr. Costa MOVED and Mr. Quinby SECONDED approval of the following Press Credentials Policy at the ASCD Annual Conference:

"Press credentials will be issued to appropriate representatives of local and national daily papers, local and national electronic media, and publishers who are attending the conference for the express purpose of reporting on the conference activities and who regularly submit a copy of the written product to ASCD. Publishers or their representatives who come to the ASCD Annual Conference for the purpose of recruiting authors, to solicit business and/
or advertising, or to find out about the latest trends in the various educational areas will not be given press credentials. We will be happy to welcome these people as registered conference participants or as contracted commercial exhibitors."

MOTION CARRIED.

Review of Future Conference Sites

Mr. Costa MOVED and Mr. Kiser SECONDED authorization to obtain conference facility and hotel information and availability from Chicago, New Orleans, Dallas, and Detroit as a possible 1989 Annual Conference site for action at the October meeting of the Executive Council. MOTION CARRIED.

Mr. Cawelti was authorized to obtain the same information from San Antonio for the 1991 conference.

Evaluation Committee Report

In accordance with ASCD policy, the June audit of the Executive Director's activities was conducted by the officers of the association. Mr. Davis reported that Mr. Cawelti would have the required physical examination by September, that his representation of ASCD has been exemplary, and that he continues to provide leadership and direction both to the staff and the membership. A written report will be submitted to ASCD and to Mr. Cawelti, and

Mr. Davis MOVED that his oral audit report be accepted. Mr. Estes SECONDED the motion and

MOTION CARRIED.

Mr. Kiser observed that he continued to feel great pride in the work of the staff and Mr. Cawelti, citing excellence in their leadership, business conducted at board meetings, and the quality of professional activities. He asked that his expression of confidence be included in the minutes of this meeting.

Affiliate Unit Report

Ms. Berreth reported on the following affiliate activities:

- Affiliate Membership. Affiliate membership amounted to 15,000 as of February 1983 and twenty-seven of the affiliates now have Executive Secretaries.

- Presidents Leadership Conference. Forty-two presidents elect attended the Presidents Leadership Conference at the New York Hilton on May 12-14. Following a discussion concerning expenses involved in the increasing costs of this conference,
Mr. Quinby MOVED and Ms. Lane SECONDED increasing the dollar amount contributed by each affiliate unit to send its president-elect to the Leadership Conference in 1984 from $300 to $350. MOTION CARRIED.

Suggestions for the 1984 Annual Conference to be held in New York include: (1) lengthening the President-Elect meeting to one-half day; (2) modifying the Executive Secretaries luncheon to a half-day workshop; (3) instituting a one-day workshop for affiliate newsletter and journal editors; and (4) lengthening the Legislative Network meeting to a half-day workshop.

- Credentials Committee. The newly formed Credentials Committee attended the Board of Directors meeting in Houston and assisted board delegates and alternates with registration.

- Legislative Network. The network is now chaired by Larry Peach, Department of Administration, Supervision and Curriculum, Tenn Tech University, P. O. Box 5032, Cookeville, TN 38501. Twenty-eight representatives attended the Houston network meeting and they took action to (1) seek authorization by the Executive Council for the establishment of a National Legislative Network Newsletter, (2) sponsor a legislative workshop during the 1984 Annual Conference, and (3) approve printed notice in the conference program of the time, date, and place of the committee meeting at the next conference.

Mr. Kiser MOVED and Mr. Hanes SECONDED approval of the National Legislative Network requests. MOTION CARRIED.

- Affiliate Services. The following additional services have been provided to affiliates since March 1983:

1. Staff visits to Georgia, Arizona, New Mexico and Wisconsin;
2. 142 telephone calls received and made;
3. Revision and distribution of the Board of Directors Handbook;
4. Development of an affiliate membership promotion plan, including:
   a. publication of national's stance on membership fee collection;
   b. piloting a one-year $10.00 rebate to affiliates for new national membership;
   c. inclusion of an affiliate contact list with new national memberships;
   d. revision of the student membership form;
   e. revision and expansion of mailing label lists available
to affiliates;

f. provision of two annual complimentary memberships to each affiliate;

5. Development and distribution of a traveling affiliate display unit.

**International Activity**

Mr. Cawelti reported that the May administrators workshop held at Lakenheath Air Force Base outside London was very successful with sixty-five enthusiastic participants. He said thirty remained after the close of the conference to discuss a possible new England affiliate, and that another meeting is scheduled for September.

Following the Lakenheath conference, Mr. Cawelti went on to Tirrenia, Italy as part of a contract program put together by ASCD for the Department of Defense Dependents Schools teachers and administrators.

Mr. Cawelti said that in addition to this recent activity, the Germany ASCD affiliate is planning a summer workshop, and that he is pleased with the initiative and enthusiasm shown by this new group.

**1983 Budget Review**

Mr. Cawelti reviewed the current budget, saying actual performance is exceeding budgeted income in every category (membership, publications, NCSI's, HRD Program, Annual Conference and miscellaneous) by approximately eight and one-half percent. The cash reserve investment amount is $220,000, but $300,000 remains the goal. Mr. Cawelti also reported that there were some overages caused by (1) failure to accurately forecast expenses in the 1983 budget, and (2) additional expenditures approved previously by the Executive Council for an additional council meeting, a more costly Presidents Leadership Conference in New York, and (3) some equipment costs. Following further discussion of the overages,

Mr. Rankin MOVED and Mr. Robinson SECONDED approval of the 1983 budget overages. MOTION CARRIED.

**1984 Budget Report**

The second draft of the 1984 budget report forecasts a 3.4 million dollar budget. Mr. Cawelti cited membership as a major income source, as well as an increase in videotape production and sales and print material stabilization. He also noted the Human Resource Development Program is a major determinant of the success of the budget with its $90,000 increase in income. Mr. Bralove said the program had been successfully test-marketed with six new subscribers in the last six months.

A new line item was pointed out, the scholarly journal edited by
O. L. Davis, Jr., which will incur $25,000 in printing costs and $5,000 for mailing.

Mr. Bralove said the 1984 budget would be refined before sending it to the Board of Directors in August for formal approval.

Budget Subcommittee Report

The Executive Council Budget Subcommittee (Mr. Rankin, Chair, Mr. Estes, and Mr. Hanes) met prior to the Executive Council meeting. Mr. Rankin said the subcommittee felt Mr. Bralove had exercised care in basing budget projections on sound assumptions and good judgment. The subcommittee discussed the relationship of long-range planning budget considerations to the current budget structure, the budget items that involved substantial changes, increases in marketing and videotape production costs which are offset by income, and the increases in program development.

Mr. Rankin said the subcommittee asked Mr. Bralove to look into the costs of escalating employee benefits and to prepare a five-year budget for review at the October meeting. Mr. Bralove was also asked to develop a projected budget for program development which would include income and expenses, and factor in general operating expenses, including salaries, for review.

Publications Committee Members Appointed

Mr. Costa MOVED and Mr. Kiser SECONDED approval of the following reappointments and new appointments to the 1983-84 Publications Committee:

Reappointments:

Gerald Ponder, Chair (TX)
Theodore Czajkowski (WA)
Mary Belle McCorkle (AZ)
Gilbert Valdez (MN)
Barbara Quick (DC)

New appointments:

William Spady (CA)
Ann Lieberman (NY)

Publications Policy Adopted

Mr. Quinby MOVED and Mr. Kiser SECONDED approval of the following policy prepared and recommended by the Executive Council Publications Subcommittee:

Publications Decisions. Decisions about acceptance or rejection of all manuscripts for publication are made by the Executive Editor within the normal
governance provisions of the Association. For assistance in making publication decisions, the Executive Editor will frequently request advice from one or more individuals or groups, including members of the Publications Committee, but all such reviews are considered advisory.

In the case of publications which have more than one author and an outside "editor," (booklets, yearbooks, and so on) the Executive Editor will ordinarily delegate to the outside editor authority for deciding which manuscripts are to be included. However, the Executive Editor retains the right to make final decisions about contents and authors of all publications, subject only to the limitations outlined above.

MOTION CARRIED.

Status of ASCD Publications

Mr. Brandt reviewed the status of ASCD publications recently released, planned or under production (attachment A), including yearbooks for 1983-86, booklets, videotapes and other media, and 1983-84 Educational Leadership themes. In addition,

Mr. Costa MOVED and Mr. Robinson SECONDED approval of proposed booklet "Curriculum Thinking." MOTION CARRIED.

1986 Yearbook Theme

In discussion of the proposed 1986 yearbook on "Teaching," edited by Jane Stallings and Georgea Mohlman Sparks, Art Costa and others expressed concern that Ms. Stallings' letter suggested too much to be covered adequately in one yearbook. Mr. Brandt said the intent is to summarize the most important information from research and other sources. He said supervisors should know as much as they can about teaching in order to be of assistance to teachers.

After considerable discussion, Mr. Costa questioned the process in which the council was involved, saying the debate should have been held earlier. He asked who should have illuminated the selected theme so assurance could be given that the result would be what was intended—the Publications Committee, the Executive Director, the Executive Council, or the Board of Directors?

Mr. Brandt explained that the Publications Committee had postponed choosing a topic for the 1986 yearbook pending re-evaluation of yearbooks. A membership survey reported at the 1983 Annual Conference showed strong support for continuation, but because of the survey the committee process was delayed and development of the yearbook had not proceeded as it normally would. Mr. Cavelti said more information would be available about the 1986 yearbook in
October when the Publications Committee had met again.

Mr. Rankin MOVED and Mr. Davis SECONDED approval of the 1986 yearbook theme and editors. MOTION CARRIED.

It was felt that the issue of policy should be made clear and Mr. Brandt agreed. He said it was his understanding that the Executive Council makes the decisions about publications and the Publication Committee is an advisory group.

**Videotapes on Writing**

Fred Grossberg, professor of English at George Mason University, Fairfax, Virginia, has produced a set of videotapes on writing with a grant from the National Endowment for the Humanities. Working with the Fairfax County Public Schools, he is adding an introduction and conclusion to each program and proposes that ASCD and the National Council of Teachers of English market them. Mr. Brandt recommended approval.

Several concerns were expressed about identifying with the NEH-funded videotapes: the lack of minority representation, the question of royalties, and the financial terms. Mr. Brandt suggested that those council members who had not seen the tapes do so during the lunch break. Mr. Costa added that the tapes were excellent in content and in the quality of the teacher-student interaction, and that it would be a sad loss if ASCD did not take advantage of this opportunity. Ms. Knoll supported marketing the tapes, saying it would be a valuable service.

Mr. Davis MOVED TO TABLE the videotape proposal pending financial analysis by the business manager to be presented later in the meeting. Mr. Rankin SECONDED THE MOTION. MOTION CARRIED.

Mr. Davis then said the issue had to do with the policy of distributing materials produced by others and the financial implications for ASCD.

Later in the meeting Mr. Bralove reported the information he had gathered on the Grossberg videotapes. He said ASCD would not be responsible for any of the costly production charges, but would pay marketing costs. He also presented an analysis based on projected sales of 200 videotapes which illustrated an 80% return on the investment, and he pointed out that 200 would be an extremely modest estimate of sales based on past experience. Mr. Bralove also said that ASCD would receive half of the sales revenue.

Mr. Rankin said he had viewed the tapes during the lunch break and expressed his support from the standpoint of educational quality and application in the schools. Mr. Cavelti emphasized that this effort would not be supported if there was any degree of legality in question on this or any other enterprise entered into on behalf
of ASCD.

The MOTION was taken off the table and the Executive Council authorized the staff to continue to negotiate details of promoting and marketing the videotapes, taking into consideration the issues and concerns discussed. MOTION CARRIED.

Computer Conference Proposal

Mr. Brandt reviewed a proposal by The Institute of Noetic Sciences, San Francisco, to co-sponsor with ASCD a conference on the societal impact of computers in education. The proceedings would be disseminated on videotape and in printed publications.

Mr. Davis MOVED and Ms. Lane SECONDED ASCD's continued collaboration with The Institute of Noetic Sciences on the computer conference. MOTION CARRIED*

Review Council Report Followup

Ms. Berreth presented a status report (attachment B) of activities and/or responses to recommendations contained in the Review Council report presented last March at the annual conference meeting of the Board of Directors. She also reviewed the ASCD Open Hearing report submitted following the two open hearings held during the conference. (See attachment C).

Review Council Appointment

Review Council members are Elizabeth S. Randolph, Chair (NC), Gerald Firth (GA), Charles Kingston (OR), and Barbara Day (NC). Delmo Della Dora resigned recently due to a heavy schedule of professional responsibilities, and the council was asked to consider and suggest a replacement.

Mr. Davis MOVED and Mr. Costa SECONDED appointment of James House (MI) to the Review Council. MOTION CARRIED.

Leadership Foundation Report

Ms. Marentette reported that the ASCD Leadership Foundation Fund has collected $13,262 to date. Current trustees are O. L. Davis, Jr. (TX), Ellie Sbragia (AZ), Robert Anderson (TX), Jack Frymier (OH), Richard Foster (CA), Dorothy Bryant (IL), Connie Kravas (WA), and Gordon Cawelti, who serves ex-officio.

Council members discussed at length their concerns about the feasibility of continuing the Leadership Foundation, given the lack of

*Subsequently it was learned that funding had not been obtained for the proposed August date, but efforts to receive funding will continue.
response to fundraising efforts by the membership and lack of direction from the foundation Board of Trustees. Ms. Knoll observed that one doesn't establish a foundation and then determine its need and questioned whether it should be continued.

Mr. Cawelti responded that the foundation was established to provide leadership activities that were to be defined by the trustees. He said they would meet in the fall to elect a chair, establish goals, and determine marketing strategy. Mr. Costa said the council should give them a charge with a reasonable amount of time in which to achieve an established goal.

Mr. Brandt suggested that an interim chair be appointed to preside until they meet in the fall, and following further discussion,

It was MOVED and SECONDED that the foundation Board of Trustees select a chair, define purpose, and develop an aggressive marketing strategy at the to-be-scheduled fall meeting. MOTION CARRIED.

President Finkel subsequently appointed Immediate Past President O. L. Davis, Jr., interim chair of the Leadership Foundation Fund Board of Trustees.

ASCD Policy On Relationships With Other Groups Affirmed.

The current policy on ASCD relationships with other groups (attachment D) was reviewed, and

Mr. Estes MOVED and Mr. Kiser SECONDED the motion to confirm this policy. MOTION CARRIED.

Policy Analysis Activity

Ms. Berreth reviewed ASCD's recent policy analysis activity, and based on recommendations of the policy analysis study group, which met in Alexandria last February, a pilot policy task force was formed to look at increasing high school graduation requirements in mathematics and science in Florida. The task force was composed of eight members of Florida ASCD, Diane Berreth of national ASCD, and Arthur Wise of the Rand Corporation. The report projected the impact of the Florida legislation and was published within six weeks of its authorization.

Mr. Cawelti said groups who need this information will be determined and notified, the report is available for dissemination, and a press release has been distributed. He asked the group for comments on the substance of the report and requested guidance on the kinds of liberties ASCD could take with this kind of analysis. (Should it be presented as an ASCD platform? Can it be changed? How can it be used in order to have the utmost impact?) The council discussed how policy analysis efforts can evolve in the future, and how ASCD could become more proficient in forecasting
and projecting educational trends and issues. It was agreed that a process for dissemination should be developed so that findings could be released as quickly as possible in the most effective manner. Ms. Berrath said a policy manual will be developed on such a process.

It was agreed that the report was commendable and a good first effort. The next policy analysis effort, to be conducted in the New York City Public Schools, will examine student promotion/retention policies.

New ASCD Logo Selected

ASCD staff member Al Way designed and submitted a new logo for consideration by the Executive Council and

It was MOVED and SECONDED to accept the recommended logo. MOTION CARRIED.

President's Fund Requests

The President's Fund and the President's Fund for Institutional Support were reviewed (attachment E) and

It was MOVED and SECONDED to allocate $11,000 for use by President Larry Finkel ($7,000) and Phil Robinson ($4,000) for institutional support. MOTION CARRIED.

Mr. Hanes MOVED and Mr. Kiser SECONDED approval of Phil Robinson's request to use the President's Fund for spouse travel. MOTION CARRIED.

Mr. Finkel urged council members to consider increasing the amounts allotted to both funds because it has remained unchanged for a number of years. Mr. Cawelti said the institutional support fund had been established to provide for that specific kind of assistance. Mr. Sigmon said that before this action was taken he would request an accounting of how the funds had been spent in order to make an accurate determination of a realistic amount that should be budgeted.

Affiliation Representation and Quorum Issue

Based on current election procedures and formula for determining the number of representatives from each affiliate, the states with the highest number of affiliate members will be favored. Every affiliate is guaranteed one representative on the Board of Directors in addition to the affiliate president. Thereafter the membership formula determines how many additional affiliate representatives will serve on the board.

In addition, the lack of a quorum at the annual business meeting is a continuing source of concern. Mr. Finkel appointed the following
to a committee to address both issues: Bob Hanes (NC), Chair; Delores Green (VA); Norm Overly (IN); Virginia Sorenson (MI); Bob Hohman (OH); and O. L. Davis, Jr. (TX).

Mr. Quinby MOVED and Mr. Sigmon SECONDED approval of the appointed committee. MOTION CARRIED.

1983 Resolutions Followup Activity

Ms. Berreth presented a chart of followup activity to the 1983 resolutions approved at the Annual Conference last March. The council reviewed the chart and Mr. Davis suggested exploring further effort in dealing with the nuclear freeze issue, and cited the NEA curriculum that was released recently. Mr. Cawelti said he felt such issues could be better addressed through policy analysis efforts.

Resolutions Committee Appointments

The council expressed concern about the lack of response to the call for resolutions and the lack of input to the Resolutions Committee. Mr. Finkel said the three officers had met last year and would continue to meet annually at the same time the Resolutions Committee meets so that they could receive Executive Council feedback. It was agreed that the Resolutions Committee requires a strong chair and members in order to present resolutions that speak forcefully and are pertinent to important issues.

Mr. Finkel emphasized the need for good writers and, because of ASCD involvement in policy analysis, members who can deal with a broad picture of education in the U.S. today and can channel this awareness into strong leadership.

It was recommended that JoAnne Martin-Reynolds serve as chair and the following be asked to serve as Resolution Committee members with current members Claire Lavin (NY) and William Van Til (IN): Merrill Hansen (UT); Marcellas Kysilka (FL); Milt Kimpson (SC); Thelma Spencer (NJ); Dwayne Mathias (OH). The terms will be staggered to allow for continuity, and after a brief discussion,

Mr. Quinby MOVED and Mr. Hanes SECONDED a MOTION stating the Executive Council urges that the majority of resolutions deal with substantive instruction and curriculum issues of the day affecting schools. MOTION CARRIED.

Mathematics and Science Resolution

At the final 1983 Annual Conference meeting of the Board of Directors, President Finkel was asked to appoint an Executive Council committee to review and clarify the wording of a resolution concerning preparation, certification, and compensation of mathematics
and science teachers (attachment F). This resolution was the subject of lengthy debate and it was felt that it should be carefully considered by the appointed committee and returned at the next business meeting.

Mr. Costa MOVED and Mr. Kiser SECONDED to forward the unfinished resolution to the Resolutions Committee for its consideration; and to consider the possibility of a policy analysis project with the issues it raises. MOTION CARRIED.

Long Range Plan

The 1983-1988 long-range plan materials were mailed prior to the meeting to Executive Council members. They represent careful deliberation and recommendations by the Board of Directors and the Council at the March Annual Conference, as well as prior Executive Council meeting discussions in October, 1982, and January, 1983. The plan was discussed in great detail and

Mr. Costa MOVED and Ms. Lane SECONDED the following action: (1) adopt the long-range plan; (2) establish a projected budget at the next meeting with the best estimate in each area with regard to: (a) which cost nothing; (b) which can occur without a budget increase; and (c) which items require additional funds; (3) determine means by which long-range charges are fulfilled (i.e. videotapes, booklets, etc.); (4) devise a strategy to determine the status of the effort (accountability); and (5) design the long-range plan in chart form and provide for annual update. MOTION CARRIED.

President Finkel reminded the group that these materials simply constitute the outline of the long-range plan, that it was intended to remain somewhat flexible to accommodate new areas of interest or concern that might demand immediate attention or response.

1982-83 Projects

Ms. Long reported on the eight projects underway in 1982-83. Background information, activity, and future plans are presented in detail on the following projects in attachment G:

2. Educational Technology Program Direction
3. Effective Supervisors
4. Microcomputers and the Curriculum
5. Policy Analysis
6. Revision of NCATE Standards
7. Redefining General Education in the American High School
8. Slide/Tape, "What is ASCD?"
Program Development

Ms. Long reviewed the 1983-84 program development projects discussed by the officers, Mr. Cavelti, and Ms. Long at an April 2 meeting. Ten projects are recommended for funding; five are continuations of present projects, two are continuations of present projects but with a major change in focus, and three are new projects. The ten projects account for $67,500 of the $75,000 allocated to program development this year.

1. **High schools for the Future.** This project is to engage the local community of each network high school in a year-long study/analysis of the high school for the future. Each of the schools will be represented by a team consisting of the principal, superintendent, board member, and a teacher representative or department chair.

2. **Instructional Supervision Project.** Commission members will form a national network on instructional supervision.

3. **Elementary Network Planning Project.** This committee will meet twice, in the fall and at the Annual Conference, to plan an ASCD elementary network which will be implemented in 1984-85. The network's purpose, membership, meetings, products, and funding will be established by the planning committee.

4. **Teaching Thinking Skills.** Committee members will help plan a small conference on "Teaching for Thinking" to be held at a conference center. Papers commissioned from leading authorities for presentation at the conference will be published later as an ASCD booklet. Selected educators from exemplary school systems will be invited to attend at their own expense on the basis of applications solicited through ASCD publications. In a half-day session at the close of the conference, committee members will meet with ASCD officers and staff to advise on future direction for ASCD in this area.

5. **Supervision/Leader Behavior Training Design Project.** In order to provide a more visible and effective program of training and educational experiences for members which will clearly identify ASCD as a leader in the supervision/leader behavior field, this committee will synthesize emerging leadership studies. This activity is a way to implement the supervision/leader behavior purpose of the constitution and is a part of the five-year plan.

6. **Equity in Microcomputers.** The committee will analyze the issue of equal access to computers for instruction and provide a strong statement for ASCD to disseminate to members and others.

7. **Effective Supervisors.** The committee will complete its initial
task: (1) to provide criteria against which the effectiveness of supervisors might be measured, and (2) to help ASCD plan what it should do in the next ten years to help school staff who assume supervisory responsibilities.

8. Policy Analysis. Specialists will be convened throughout the year to analyze educational policies at the local, state, and national levels and to assist the President and Executive Director in preparation of statements to be issued by ASCD. These analyses and statements will enable ASCD to assume a leadership role in policy development.

9. Curriculum Trends Survey - Elementary. An elementary school curricular practices survey will be administered to enable ASCD to monitor trends across the country and to speak out on educational issues.

10. Redefining General Education in the American High School. A case study of the network schools will be published next year. This funding will cover the costs of visits to schools by the author.

After discussion,

Mr. Sigmon MOVED and Ms. Lane SECONDED approval of the program development projects submitted for 1983-84. MOTION CARRIED.

Mr. Costa suggested that the format for future projects include (1) information on how the project will fit into the long-range plan, (2) list of purposes, and (3) the products or outcome of the project. In addition,

Mr. Quinby MOVED and Mr. Estes SECONDED establishment of an Executive Council subcommittee to review program development and NCSI topics. MOTION CARRIED

1982-83 NCSI Report

Ms. Long reviewed the twenty NCSI's held from October 1982 through May 1983 (attachment H). She reported that total attendance was 1,257, and the average evaluation by participants was 4.1 on a five point scale.

NCSI Subcommittee

Mr. Sigmon and Ms. Lane met with Ms. Long to review NCSI activity. Mr. Sigmon said the NCSI budget explanation illustrating income, direct and promotional expenses, salaries and overhead, and profit was very much appreciated. They requested that this information be made available each year and reviewed how NCSI topics, sites, etc. were selected.
1983-84 NCSI Schedule

Ms. Long reviewed the NCSI topics and locations scheduled for 1983-84 (attachment I), pointing out that several were repeats because of popular demand. Others have been added in response to specific requests for topics, and Ms. Long said she welcomes ideas for consultants, new topics, and sites.

1984 Dissertation Award

ASCD presents awards at the Annual Conference for dissertations that have done the most to advance knowledge and understanding during the year in the fields of (1) curriculum development, theory and practice, (2) instructional supervision, theory and practice, and (3) instructional procedures, theory and practice. After discussion

Mr. Kiser MOVED and Mr. Quinby SECONDED continuing the dissertation awards program in the same manner and following the same procedures established in the past. MOTION CARRIED.

Mr. Costa suggested consideration of an additional category on staff development for 1985. Ms. Long said she would seek suggestions for panelists at the October meeting of the Executive Council.

Transmittal of the 1984 Budget to the Board of Directors

Mr. Rankin MOVED and Mr. Quinby SECONDED transmittal of the 1984 budget to the Board of Directors in August for approval. MOTION CARRIED.

Study Council Contract Continued

Mr. Cawelti reviewed the contract arrangement between ASCD and the Lancaster-Lebanon (PA) Study Council which provides for staff development at scheduled locations and dates throughout the year. The study council requested another contract for the current year to provide the same services, and

Mr. Estes MOVED and Mr. Quinby SECONDED the recommendation to authorize Mr. Cawelti to enter into a contractual agreement with the Lancaster-Lebanon Study Council for staff development in the coming year. MOTION CARRIED.

China/Soviet Union Study Tours

ASCD has successfully co-sponsored with Dr. Gerald Read of Kent State University past study tours to China and the Soviet Union which are available to ASCD members. After discussion, it was agreed that ASCD should continue with this activity, and

Mr. Davis MOVED and Mr. Quinby SECONDED Executive Council approval of ASCD cosponsorship with Dr.
Gerald Read, Kent State University, of the 1984 study tours. MOTION CARRIED.

ASCD Collaboration With Foundation

ASCD has been asked by the Retirement Research Foundation to submit a proposal on designing a model curriculum on the concept of aging and retirement. The consensus of the group was that ASCD should proceed with the proposal and Mr. Costa suggested that this is the kind of project that could be undertaken by the ASCD Leadership Foundation.

Nominating Committee Selection Process

President Finkel asked the quorum committee appointed earlier (Hanes, Green, Overly, Sorenson and Hohman) to review data gathered by Ms. Berreth, Ms. Fitzpatrick, and Ms. Thomas, and their recommendations on how to simplify the ASCD nominating committee selection process. Current procedure is complicated and unwieldy, and Ms. Berreth said ASCD is the only educational association that has a selection committee to nominate a nominating committee. The committee was asked to report in October with its recommendations.

Future Executive Council Meeting Dates

The following Executive Council meeting dates were reaffirmed and/or approved:

October, 1983: October 13, 14, and 15 – New York City

March, 1984: March 8 – New York City

June, 1984: June 21, 22, and 23 – Alexandria

Adjournment

The meeting adjourned at 12:00 noon on Sunday, June 19, 1983.
STATUS OF ASCD PUBLICATIONS
June 1983

YEARBOOKS

Published:

- FUNDAMENTAL CURRICULUM DECISIONS, edited by Fenwick English Jan. 83

Planned:

- "Intellectual Development," edited by Frances Link (1985)

Proposed:


BOOKLETS

Published:

- COMPUTERS IN CURRICULUM AND INSTRUCTION, edited by M. Tim Grady and Jane Gawronski Mar. 83

Planned:

- "Effective Schools and Classrooms," by David Squires, William Huit, and John Segars (June 83)
- "Power in Staff Development," by Bruce Joyce and Beverly Showers (Oct. 83)
- "Cooperative Learning," by David and Roger Johnson (Dec. 83)
- "Differentiated Supervision," by Allan Glatthorn (Apr. 84)
- "Teachers: Their World and Their Work," by Ann Lieberman and Lynne Miller (Sept. 84)
Proposed:

- "General Education in the American High School," by Arthur Roberts (Program Development) (June 84)
- "Teaching for Thinking" (Program Development) (Dec. 84)
- "Curriculum Thinking," edited by Alex Molnar (Mar. 85)

VIDEO TAPES AND OTHER MEDIA

Completed:

- "Essentials of Education," by Barbara Day (filmstrip) (filmstrip) (Apr. 83)
- "Supervising the Marginal Teacher," with Richard Manatt (May 83)
- "Early Childhood Education: Curriculum Organization and Classroom Management," by Barbara Day (filmstrip kit) (May 83)

In Production or Planned:

- "Quality Circles," by Jim Bellanca and Larry Chase
- "Effective Teaching of Basic Skills," by Georgea Mohlman Sparks and Dennis Sparks
- "Teaching for Thinking," with Ron Brandt (in cooperation with South Carolina Department of Education)
- "ASCD," by David Newcomb (tape-slide)
- "The Principal as Instructional Leader," with Gordon Cawelti
Proposed:

- "Writing in the Classroom," (six tapes) by Fred Grossberg

EDUCATIONAL LEADERSHIP

Themes Planned for 1983-84:

<table>
<thead>
<tr>
<th>September</th>
<th>Preparing for the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>Higher Standards</td>
</tr>
<tr>
<td>November</td>
<td>School Improvement</td>
</tr>
<tr>
<td>December-January</td>
<td>Mathematical and Scientific</td>
</tr>
<tr>
<td></td>
<td>Literacy for the High-Tech</td>
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<tr>
<td></td>
<td>Society</td>
</tr>
<tr>
<td>February</td>
<td>Changing Conceptions of</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
</tr>
<tr>
<td>March</td>
<td>New Directions for Secondary</td>
</tr>
<tr>
<td></td>
<td>Education</td>
</tr>
<tr>
<td>April</td>
<td>Computer-Based Curriculum</td>
</tr>
<tr>
<td>May</td>
<td>Theme not yet decided</td>
</tr>
</tbody>
</table>

Ron Brandt
Executive Editor
## RECOMMENDATIONS

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
<th>AFFILIATES</th>
<th>GOVERNANCE</th>
<th>PROGRAMS</th>
<th>PUBLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Publicize ASCD activities for general members in relation to Purposes 3, 4, 5 &amp; 8</td>
<td>Share information at June Executive Council meeting</td>
<td>Update articles on projects, liaison groups and other activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Analysis of Purpose 4 activities for follow-up action (&quot;communication among all groups of professionals&quot;)</td>
<td>Design survey for affiliate, governance, programs and publications</td>
<td>June and October Executive Council reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Develop specific plans to reduce attrition rate of membership</td>
<td>1. 3 free lists provided to each affiliate annually</td>
<td>2. John, Gordon and Diane review for implementation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Provide list of national members to affiliates</td>
<td></td>
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<tr>
<td>2. Survey new members as to reasons for joining or dropping out</td>
<td></td>
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<tr>
<td>3. Establish sister unit relationships with international units</td>
<td>3. Publicize idea (and current efforts in AA)</td>
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</tbody>
</table>

Complete survey by September 1983
<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
<th>AFFILIATES</th>
<th>GOVERNANCE</th>
<th>PROGRAMS</th>
<th>PUBLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Provide for job related interests</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>1. Reinstate job- alike groups at annual conference</td>
<td></td>
<td></td>
<td>Consider for 1984 and 1985 annual conferences</td>
<td></td>
</tr>
<tr>
<td>2. Develop <strong>El</strong> or Update column</td>
<td></td>
<td></td>
<td></td>
<td>Planned new columns in <strong>El</strong> on subject areas and position types</td>
</tr>
<tr>
<td>5. Track demographic data for ASCD members</td>
<td></td>
<td>Report annually to Executive Council</td>
<td></td>
<td>Publish results annually in <strong>Update</strong></td>
</tr>
<tr>
<td>6. Revise processes for establishing working groups to clearly state and define anticipated outcomes</td>
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<tr>
<td>7. Develop annual report of ASCD operations structured by ASCD purposes and including a description of activities, extent of achievement, quality and impact</td>
<td></td>
<td>Review current report and modify for 1984</td>
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<td></td>
</tr>
</tbody>
</table>
### RECOMMENDATIONS

<table>
<thead>
<tr>
<th>AFFILIATES</th>
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<th>PUBLICATIONS</th>
</tr>
</thead>
</table>

8. Survey annual conference participants as to the conference's role in achieving Purposes 3, 4, 5 & 8

Completed by board members and reported to the Review Council, May 1983
The Review Council held two open hearings during the 1983 Annual Conference in Houston, Texas. Eight persons attended, including three past presidents.

The following concerns were expressed during the hearings:

1. One person asked when the change in policy occurred allowing a longer tenure for the Executive Director. He asked if the policy change had ever been voted on by the Board of Directors. We promised to provide that information and we request that the Executive Director send him that portion of the minutes which includes the specified action. This should include the actions of the Executive Council and the Board of Directors.
   Mail to Dr. Maurice Ahrens; 1704 N. W. 10th Avenue, Gainesville, Florida.

2. Three people were concerned that electioneering is going on for the national officers of ASCD.
   One person suggested that ballots go out no more than one month before the voting deadline to reduce the time available for illegal electioneering.

   One president suggested that only two persons run for president. He suggested that a three-person ballot carries a built-in, unconscious bias related to region, university, public school, sex, ethnic group. With a two-person ballot, balance can be achieved over time rather than for a specific election.

3. One person questioned the nominating process. He noted that the West is under-represented in ASCD governance. He suggested that ASCD consider a regional organizational structure.

4. One person suggested that ASCD send a letter to new members six months after they join. The letter would remind them of ASCD services, ask them why they joined and ask if their expectations are being met. The Review Council endorses the idea of requesting that the Executive Director explore the feasibility of this suggestion.

5. One person questioned the amount of money which we spend on "marketing." He suggested that $250,000 out of a 3 million dollar budget is a disproportionate amount spent on promotion.

6. Two members questioned the marketing methods of the Foundation. They suggested that the high pressure "hucksterism" is divisive.

7. One person expressed concern about the uses to which Foundation money will be spent and asked who would make the decisions about how the money will be allocated.
8. One person felt that the educational training of candidates for office be subject to the scrutiny of the nominating committee and that any person who had a doctoral degree from a non-accredited institution be disqualified.

9. One member expressed concern about the potential of the Board of Directors to overturn the will of the Assembly regarding the resolution.

10. Members of the Review Council have all heard a number of comments this year, and for several years, concerning the relative power and authority of the Executive Director, incumbent President, Executive Council and Board of Directors. It has become increasingly more personalized as to who has more, or less, power than is appropriate. We recommend to the Executive Council and to the Executive Director that this issue be brought out into the open for discussion at the next Executive Council meeting. Our Association's roots are grounded in the concept of the value of shared power among all those to be affected by decisions. The Review Council feels that it is a sign of institutional good health for its members to be sensitive to, and concerned about, the distribution of power for decision making. We would like to have all members of the governance and of the executive staff be strong, assertive and making their appropriate contribution to the achievement of ASCD's Purposes. The discussion should take place in an open setting which encourages: (1) setting forth any concerns of the Executive Council members, President and Executive Director relative to each other's responsibility, authority and functions and (2) resolution of differences and/or clarification of relative roles, responsibilities and authority. We believe such a discussion should take place annually as part of Executive Council operation to clear the air of any real or imagined differences of view among the people most critically involved in the governance of the Association.

11. One member was concerned about conference attendance. He noted that membership is up and conference attendance is down. He suggested that we study ways to improve conference attendance. He suggested that we provide incentives for conference attendance by building more group participation into the conference format. He also suggested that we explore mechanisms to have the chief conference speakers interact with the conference attendees.

12. One member suggested that we compare our attendance with that of DESP, NASSP and AASA.

13. Several persons objected to the "flea marker" atmosphere of the exhibit area.
14. One exhibitor complained that the prices of exhibit space at ASCD are higher than at any other conference.

15. One person complained about the location of hotels and restaurants in relation to the convention center.

16. One member complained that the business meetings are devoid of controversial issues - that the resolutions are "tame."

17. One member reported that the presenter of Assembly #35103 did not appear. ("The Reality of Using Computers in the School")
RELATIONSHIPS WITH OTHER GROUPS (Executive Council, March 1972, p. 8)

ASCD recognizes both the necessity and the desirability of working cooperatively with different groups for different purposes in carrying out its program. The policies below should apply to the arrangements made to define formal relationships at four levels: membership or affiliation; advisory cooperation; co-sponsorship; and endorsement.

1. Groups with whom ASCD may enter into cooperative relationships should share some common purposes with ASCD and the contemplated activities should act to further ASCD priorities.

2. Proposals for arrangements should be authorized by either the Executive Council and/or the Board of Directors after analysis and recommendation by the Executive Director. (When needed, the officers of the association may act in place of the council.)

3. All cooperative arrangements with other groups should be in writing, specifying:
   a. The nature of ASCD commitment (staff time and financial);
   b. The duration of the arrangement (termination date);
   c. The statement of benefits accruing to ASCD, both in terms of educational outcomes and financial income;
   d. The establishment of review date(s).

4. A periodic review of arrangements, as needed, should be made by the Executive Director with subsequent recommendations by him to the Executive Council. Review and recommendations must be undertaken at termination date of each arrangement.

5. Where arrangements are made cooperatively with professional groups or contemplated with profit-making groups, ASCD members must avoid conflict of interest. Those persons with vested interest in the profit-making groups in the above category must abstain from voting to establish the relationship.

6. Report of the status of each cooperative relationship should be included in the Executive Director's Annual Report.
PRESIDENT'S FUND (Executive Council, March 1976, page 7; Board, March 1976, page 4)

The Executive Council shall allocate a specific amount annually to be used as a discretionary fund by the president. The basic purpose of this fund is to help assure that the president of the Association be assisted to have the maximum opportunity to play a leadership role (secretarial-clerical support, postage and telephone expense, spouse travel, and other reasonable expenditures). While it is ordinarily to be used during the year of the presidency, the Executive Council will consider any requests made by the president-elect and past-president so long as the total expenditure over a three-year period does not exceed the amount in the allotted budget. The president's fund is not intended for program development use; concerns of priorities for this area should be expressed by the president through the Program Development Subcommittee and the Executive Council itself. Requests for specific use of the president's fund will be considered by the Executive Council at any meeting prior to the fiscal year in which the officers propose to spend them. No request for use of this fund will be approved by the Executive Council that would endanger ASCD's tax exempt status.

PRESIDENT'S FUND FOR INSTITUTIONAL SUPPORT (Executive Council, June 1982, page 20)

Funds for institutional support (replacement for the president or president-elect if he/she has to be away from his/her professional duties while carrying out official ASCD activities) shall be allocated for use by the president and/or president-elect to assist in carrying out his/her leadership role for the year of office, the year preceding, and the year following. At each June meeting of the Evaluation Committee, the president-elect and/or president shall report his/her needs insofar as he/she anticipates financial responsibility for his/her home institution during the coming fiscal year. The Executive Director shall relay such financial needs to the Executive Council for its action. This is intended to supplement annual requests for use of the President's Fund, which continues to be used for the other purposes mentioned in PRESIDENT'S FUND UTILIZATION.
MATHEMATICS AND SCIENCE TEACHERS

PREPARATION, CERTIFICATION AND COMPENSATION

The shortage of trained, certified teachers in mathematics and science is a reality in some sections of America. Citizens are justifiably concerned. ASCD is also concerned. Some legislatures and boards of education are attempting to meet this shortage by hasty action which results in ill-considered policies. Such response to the shortages of teachers may not only have a negative impact on the quality of teaching in these areas, but may well harm the main body of education. ASCD is opposed to such a response and calls upon all agencies in areas where teacher shortages in specialized disciplines or fields of study exist to work together to design creative and carefully considered solutions.

ASCD advocates the development of short- and long-term action plans to remedy local shortages. The enactment of a flexible local plan in cooperation with both local and state agencies should facilitate the implementation of instant relief without destroying standards, teacher morale, or the basic certification system.

ASCD supports the use of new federal, state, and local funds for the training of interested persons to become skillful teachers of mathematics and science. Collaborative planning by school districts, universities, and State Departments of Education can help assure the presence of competent mathematics and science teachers in the nation's classrooms. Such planning also will address the basic reasons why such teacher shortages exist in particular areas and will enable action to be taken to prevent such shortages. Solutions to any staffing problems must include consideration of means of providing salaries that are competitive with other professions. ASCD is opposed, in principle, to differential pay for math and science teachers.

Submitted by: Phil Robinson
Luther Kiser
Francis Hunkins
PROGRAM DEVELOPMENT REPORT

June 1983

I. Projects, 1982-83
The eight project committee chair were asked to submit reports on their progress to date.

A. Curriculum Trends Survey: Elementary
Janice Adkisson, Project Director

In the fall of 1982, the project began with a review of elementary curriculum literature and issues affecting elementary schooling. A framework for the questionnaire was devised and reviewed with the Executive Director. A steering committee for the questionnaire was selected and met at ASCD headquarters in late November. An initial draft of the questionnaire was developed and distributed to committee members for review. Based on reviews, a second draft has been constructed. Plans are presently being made to consult with a researcher regarding a review of the questionnaire design, sampling, and data analysis. Plans are also being made to test the instrument with a panel of elementary principals.

B. Educational Technology Program Direction
Gwyn Brownlee, Committee Chair

This committee organized and hosted "Technology and the Changing Curriculum: What is Happening?" at the Annual Conference. Billy Reagan, Superintendent of the Houston Public Schools, spoke and then participants chose from the following mini-workshops:
1. Learn About Hand Held Learning Devices..Patsy Rogers
3. Computer Literacy..Infusing It Into the Elementary Curriculum, Kelly Lynn
5. "Computers Can..." Bob Eicholz
6. Training Center Overview, Thomas Bourdrotf
7. Word Processing for the Language Arts, Debby Loofbobo
8. State of the Art Issues - Panel of Experts
10. Hardware and Software.....Richard Smith
C. Effective Supervisors
Robert Anderson, Committee Chair

The Effective Supervisors Project has not yet progressed beyond the planning stage, although it seems reasonable to indicate that the project is well underway. The initial meeting of the group, in Alexandria February 10-12, was somewhat hampered by the historic snowstorm that made it impossible to conduct any of the sessions at ASCD headquarters. Prior to the meeting I conferred in Washington with Gordon Cawelti and then prepared a memorandum dated January 10, 1983 which sought to provide background information and some sense of our mission. This definition of mission was further explored in February, and each member of the committee was given a data-gathering exploratory task to complete.

During the Houston convention, on March 8, three of us (Anderson, Guditus, Costa) met to review interim progress. Ed Pajak attended as Carl Glickman’s representative, and presented a report detailing a potentially fundable research project. Also present was Regina Cain of California (ASCD), who described a program/curriculum survey conducted by ACSA’s Committee on Curriculum and Instructional Leadership. Tom Sergiovanni’s resignation from the committee was discussed, and it was agreed that we would request no replacement but hope to use ad hoc consultants as needed.

The committee will be meeting in Alexandria on June 16-18, at which time we expect to complete the unfinished planning of February, examine in depth the progress reports from committee members, and set down a more thorough plan for the next year or two.

D. Microcomputers and the Curriculum
Ruth Long, Project Director

The March 23 meeting served to articulate several issues relating to the rapidly emerging role of computers in delivering instruction. Presentations by Nolan Estes (University of Texas), Ken Komoski (EPIE of New York), Gordon Cawelti (ASCD), and Robert Hanson (Hanson, Silver & Associates of New Jersey) gave focus to a discussion by representatives of subject matter organizations (NCTE, NCSS, IRA, NCTM, and NSTA). These representatives reported on “state of the art” uses in various subject fields.
Major instructional implications which surfaced:

1. **Policy Issue** - As computer vendors continue to push home sales of computers and software, what should school district leaders do to insure that (1) all of their students have access to home computers, and (2) that the most appropriate software is made available which reinforces the instructional program of the school;

2. **Collaboration with EPIE** - There appeared to be interest in developing collaboration between EPIE and the various subject matter organizations for (1) the purpose and having input into the process of evaluating software, and (2) to assist in the dissemination of EPIE software evaluations to members in the various subject fields;

3. **Curriculum Design** - There is a need for better understanding on the part of consumers as to the range of software program types and how they can be used as an integral part of the curriculum. Leadership is needed in helping come to some understanding of the most useful ratio of time spent on conventional software such as drill and practice, and time spent on more creative student uses of computers in developing such skills as problem-solving, critical thinking, and creativity. Decision on this issue is necessary in defining a school's computer literacy program.

4. **HRD** - There is obviously a great deal of Human Resource Development work ("retooling") ahead for all professional organizations in the computer area. This topic is highly appropriate and timely for a conference which would provide greater insight into some of these issues and serve as a "state of the art" area for demonstrating some of the programming believed to be more of the type most needed.

5. **Copyright** - Problems of copying discs and tapes were discussed. This apparently is resulting in additional reluctance on the industry's part to spend the large amounts of money needed for quality software. As a result, more and more inexpensive drill and practice programs or games are being marketed. Several of those persons attending expressed appreciation to ASCD for calling the group together and indicated a willingness to participate further in the future.

A July followup meeting is being planned with subject association representatives and consultants including Komoski and Earl Joseph. The meeting will focus on items #2 and 3.
E. Policy Analysis
Diane Berreth, Project Director

The policy analysis project began with a study of increased high school graduation requirements in math and science. A task force of Florida FASCD members was formed in April to develop a statement of probable consequences of proposed state legislation mandating three years of study in math and science for graduation. The eight-member task force is co-chaired by Frank Farmer, FASCD President-Elect and Art Lewis. Art Wise and Diane Berreth are serving as consultants. The Task Force's report will be presented to the June Executive Council meeting.

The next policy analysis effort will review student promotion/retention policies. New York City's program has been tentatively selected as a focus. The proposed task force would include both NYASCD and national members.

F. Revision of NCATE Standards
Allen Sturges and Gerald Firth, Project Co-Directors

A December meeting was held at ASCD Headquarters to clarify the responsibilities of the group, to plan the format of the project, and to obtain whatever preliminary data was available. In addition to meeting Executive Director Cawelti and Associate Director, Ruth Long, an opportunity to visit with O.L. Davis was possible. President Davis gave the working group valuable information on the interest that is being shown in these standards. Dr. Long arranged for the group to meet with NCATE Director, Lyn Gubser; he gave excellent information and support to the project, and gave copies of several standards developed by other learned societies. A list of colleges that were recently visited were given to the group, plus a list of visiting members who represented the category "Curriculum/Supervision."

During the Fall 1982 semester, a letter that requested assistance and a questionnaire were sent to each person who had visited a university the Fall 1981 or Spring 1982 semesters. Of the 21 institutions visited by an NCATE team that included a member representing curriculum/supervision, ten visiting team members returned completed questionnaires. Their suggestions were incorporated in the revised copy of the Standards and Guidelines.

The fifth draft of the Standards and Guidelines was rewritten to improve clarity as well as the suggested revisions referred to in paragraph 2 above. The format that was used is an adaptation from a different set of standards entitled "Early Childhood Teacher Education Guidelines" that NCATE Director Gubser
has indicated had a well organized and readable format. This sixth draft was taken to the National conference at Houston by Gerald Firth to share with members of the executive committee.

At this time, the sixth draft needs some editing prior to submission to ASCD. This final action should take less than a month.

6. Redefining General Education in the American High School
Gordon Cawelti, Project Director

During the 1983-84 year, members of the network met in Denver in February to review progress of their individual schools and to plan for the summer meeting. The Denver meeting was represented primarily by one person from each high school although some sent extra representatives. It was apparent at this meeting that some schools were making a good deal more progress than others and, specifically, it appeared that the urban schools were making less progress than the other schools.

The network schools each appeared to have by this time selected a basis for organizing general education - some kind of conceptual framework. Some had essentially adopted the Boyer model or modifications of others that have been presented at prior meetings. Many of the schools had then undertaken the development of a comprehensive list of sub-goals or competencies under each of some half-dozen major areas of knowledge. A next step often has been to inventory the existing curriculum to see the extent to which such key concepts were actually being taught and then engaging in curriculum design work to fill the gaps.

The group also discussed the future of the network and there seemed to be consensus that at the end of this second year the network as it is formally constituted should be discontinued. Participating school boards have paid the travel costs and expenses associated with the project thus far and most felt that it would not be likely that they would be willing to continue funding such a study group. The group also recommended that the ASCD affiliated units might assume responsibility for some regional network activity on the topic of general education.

The final meeting of the network is scheduled for July 21-22 at a site to be determined. A subcommittee of the network has been developing a format for common information to be elicited from the schools prior to the meeting. This group will meet a day prior to the conference to synthesize this information to see where common threads follow and where major differences occur. They will be reporting at the conference on the major outcomes of the study.
At this writing, plans are underway for Ron Brandt to assume responsibility to have persons present who will observe the reports and discussions, read the common information elicited from the network schools, and follow up subsequently in preparing case studies of the 17 schools. These will be pulled together for a publication in late fall, which will be the report of the two-year project on Redefining General Education in the American High School.

It is being recommended that a new network of high schools interested in participating in a network with a futures orientation be established - to engage in the cooperative analysis of those things high schools should be doing now from an instructional standpoint to better prepare students for the future. The Executive Council will act on this recommendation at their June, 1983, meeting.

H. Slide/Tape, "What is ASCD?"

Ron Brandt, Project Director

David Newcomb, free lance writer commissioned to write the script for a slide-tape program about ASCD, submitted a draft in early April which the staff felt needed extensive revisions. Newcomb has been given an outline of points to be included and will prepare a revised script.

Expected completion date: October 1983.
II. National Curriculum Study Institutes, October 1982-May 1983

<table>
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<tr>
<th>Institute</th>
<th>Place</th>
<th>Consultants</th>
<th>Attendance</th>
<th>Evaluation</th>
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<tr>
<td>2. Middle Schools</td>
<td>Boston</td>
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<td>99</td>
<td>2.9</td>
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<tr>
<td>3. Curriculum Management</td>
<td>Indianapolis</td>
<td>2</td>
<td>74</td>
<td>4.4</td>
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<tr>
<td>4. Student Motivation</td>
<td>New York City</td>
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<tr>
<td>5. High Schools</td>
<td>Baltimore</td>
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<tr>
<td>6. Instructional Supervision</td>
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<tr>
<td>7. Teacher Effectiveness</td>
<td>Clearwater Beach</td>
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<tr>
<td>8. High Schools</td>
<td>Phoenix</td>
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1,257  4.1
### 1983-84 ASCD National Curriculum Study Institutes

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