Minutes of the Meeting of the Executive Council

March 3 and 8, 1983
Houston, Texas
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

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The Board Room
Sheraton Hotel

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

March 3, 1983
Houston, Texas

The Board Room
Sheraton Hotel

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

* * *

The Executive Council convened in the Board Room of the Sheraton Hotel, Houston, Texas, at 9:00 a.m. on Thursday, March 3, 1983, with the following members present:

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

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

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.

Anita Fitzpatrick recorded the minutes.

President's Greeting

President Davis called the meeting to order and welcomed the Executive Council to Houston. He reviewed his year as president and thanked the group for its efforts and commitment to ASCD. President Davis expressed his appreciation on behalf of the Executive Council to outgoing council members Brownlee, Hughes, Jordan and Taylor. Mr. Robinson's regular term also ends with this meeting, but as president-elect he will remain on the council.

President Davis extended special recognition and thanks to this group and asked that they be kept in mind for future ASCD involvements. In closing he expressed his appreciation for the help of the Executive Director and the ASCD headquarters staff for their responsiveness and assistance throughout his presidency, saying


he had worked with several organizations and that ASCD is the best.

Approval of October Minutes

Mr. Costa MOVED and Mr. Kiser SECONDED approval of the October 1982 minutes of the Executive Council meeting. MOTION CARRIED.

Call for Agenda Items

Two agenda items were added: (1) consideration of a new ASCD logo; and (2) consideration of the proposed numerical structure of the policy handbook, in response to a Review Council recommendation.

Conference Overview

At the request of President Davis, Mr. Cawelti reviewed the conference program, the many committees involved in local arrangements, the Credentials Committee available to provide information to selection and nominating committees, and the business to be conducted at the Board of Directors meeting. The role of the Executive Council members at the board meeting was discussed, and they were encouraged to be as helpful as possible in explaining such matters as the budget and long-range planning. Mr. Cawelti urged that council members sit throughout the meeting room and provide help in explaining what has been involved thus far in long-range planning preparation. He asked that they help with recording issues, solutions and suggestions for submission following the roundtable discussion of this important item.

Auditor's Report

The Auditor's Report for the year ended August 31, 1982, was presented and reviewed. The cash balance was reported to be $67,207 on a cash basis as opposed to an accrual basis of accounting. A total of $120,000 is currently invested in a money market fund.

There was some discussion about the $300,000 amount targeted some time ago for a cash reserve fund. The initial goal was to have this amount of money in reserve by August, 1983, but Mr. Cawelti said he thought the amount would be closer to $200,000. He said that the $300,000 is a minimal amount and that it should be reevaluated at the time the goal is achieved.

Review of FY 1983 Budget in Progress

Mr. Cawelti reviewed the FY 1983 budget in progress (Annual Report page 19), saying revenues in excess of $3,000,000 are anticipated. He noted the increases in income were due to membership growth, the number of NCSIs, and the popularity of the new Human Resource Development = Productivity (HRD=P) endeavor. The expenditures that were authorized at the January meeting of the Executive Council in Tulsa will exceed the allocated amounts. He said in general the
budget condition of the association is very favorable, especially in light of declining memberships and budget cutbacks suffered by other similar educational associations. It was noted that the estimated actual income figures exceeded the approved budget amounts considerably because it was impossible six months ago to project the success of the HRD=P, and conservative estimates were made in this budget due to the uncertain economic picture.

Discussion followed on several aspects of income and expenses listed in the budget, including the decline in journal advertising, fees charged for the HRD=P, dollar losses vs. service to membership provided by NCSIs, and how the current budget will tie in with the long-range plan that will be considered by the council and the board.

Mr. Cawelti thanked the group for discussion on budget issues, saying this is an important activity for the council so that council members can better explain and justify to the board the income and expenditures of ASCD. He commended John Bralove, ASCD Business Manager, on his accuracy and ability to accurately project and execute the association budget.

Report of the Executive Council Budget Subcommittee

Phil Robinson chaired the budget subcommittee and he prefaced his report by saying the subcommittee was established as a means of communicating more clearly at the board meeting the procedures involved in who was deciding what. He complimented the staff involved in preparing and providing the necessary information to the subcommittee in order for it to evaluate and understand the budget process. He referred to attachment A of the Attachments (mailed to the council and board prior to the annual conference) and reviewed specific income and expenses of association activity.

The subcommittee recommended:

1. The HRD=P be continued for at least two years and fully costed to see how it progresses;

2. Consider the relationship between HRD=P and the NCSI program, and monitor the effect of HRD=P on NCSIs. (NCSIs to be fully costed for two years as will HRD=P);

3. Follow the progress of the ASCD Leadership Foundation Fund, which is not, at this point, cost effective;

4. Increase program development funds in order to accommodate and be prepared for necessary funds for the long-range plan that will evolve;

In addition, Mr. Robinson said the budget subcommittee also considered the amount of marketing dollars spent and the increase in membership which resulted. He said that the subcommittee is satisfied that the Business Manager and Executive Director were acting
in the best interests of the association in terms of budget, and that they were doing everything possible to refine the bookkeeping process to make it understandable.

Mr. Finkel asked that the minutes show that he is "delighted with the subcommittee report and in its detail," and said this effort was very helpful to him.

Mr. Rankin asked the Executive Council to think about the fact that some of the program activities serve the entire organization and some serve "subsets" of ASCD, and that he felt that the subset services should be self-supporting. As examples he cited publications that are not received by the entire membership, the annual conference, which serves 8-10% of the membership, NCSIs which can be attended only by those districts who can afford to send people, and, in some ways, the affiliate units, which make up only 15,000 of the 38,000 total membership. Mr. Rankin emphasized that the council should be alert to this kind of information and that this information should be made available each year in order to be informed on the issue of equity.

President Davis responded affirmatively and Ms. Brownlee observed that she felt the council was surprised at the results of the information provided to the budget subcommittee. She expressed her concern that the NCSIs were creating such large deficits and suggested looking at another kind of program that would provide good will, the necessary service to membership, and yet be more cost effective. Mr. Hunkins cautioned against increasing the costs of attending as a means of decreasing the loss created by the NCSI program, and discussion surrounded other ways of reducing this loss.

Mr. Cawelti urged the council not to underestimate the importance of the presence of the NCSI program. He said it is clear, tangible evidence that ASCD is present with sessions on current topics, and that it is worth supporting this visible presence of ASCD service to members.

President Davis commended the budget subcommittee and Mr. Bralove for his assistance to this group.

Transmittal of FY 1984 Budget to Board of Directors

Mr. Cawelti said the 1984 budget is based on maintaining the $48 membership fee, and he went on to review the projected expenses. He pointed out that this budget could be readjusted in June to allow for shifts in publications, program development, activity resulting from the long-range plan, and to implement services if necessary.

After further discussion,

It was MOVED and SECONDED that the FY 1984 budget be transmitted to the Board of Directors for action. MOTION CARRIED.
Executive Session

The Executive Council went into Executive Session at 11:15 a.m.

The council discussed the salary and provisions of the Executive Director's contract, employee fringe benefits, employee salaries and how they compare with other educational associations. It was agreed that the officers would review employee fringe benefits and report back to the council with specifics in June. It was recommended that a subcommittee be appointed to review the salary trends of the Executive Director and staff and make recommendations for future years.

It was MOVED and SECONDED that the salary of the Executive Director be increased 4% to be used for salary increase or tax deferment. MOTION CARRIED.

It was MOVED and SECONDED that the Executive Session be extended to one-half day if necessary at the June meeting of the Executive Council. MOTION CARRIED.

It was MOVED and SECONDED to authorize transmittal of the FY 1984 budget to the Board of Directors for action. MOTION CARRIED.

The council broke for lunch and reconvened in open session at 1:30 p.m.

Auditors Approved

Mr. Taylor MOVED and Mr. Robinson SECONDED approval of Ribis and Associates as auditors for the FY 1984 ASCD budget. MOTION CARRIED.

New ASCD Logo Discussed

A proposed new ASCD logo was presented to the Executive Council for consideration. After discussion, Mr. Cawelti was requested to have several alternatives designed for review by Executive Council at its June meeting.

1982 Resolutions Implemented

Implementation of the 1982 resolutions (attachment B of the Attachments mailed prior to the meeting) was discussed and there was some general discontent at the issues addressed. It was felt that a good balance in terms of resolutions has not been achieved, that social issues tend to dominate at the expense of curriculum and instruction issues, and that the resolutions process is inadequate in terms of providing immediate response to issues of concern.

President Davis suggested: (1) following up on the concern for the
the resolutions process; and (2) allowing more time on the agenda to make specific suggestions. Ms. Hughes suggested having Ms. Berreh let the affiliate units know it is appropriate for them to take action in response to resolutions adopted at the business meeting, and to provide that information at future meetings.

It was agreed that the resolutions process should be strengthened and clarified and that this should be discussed more fully in June. In addition,

Mr. Estes MOVED and Mr. Hunkins SECONDED a motion to replace one Resolutions Committee member who had resigned and two members whose terms had expired at the June meeting of the Executive Council. MOTION CARRIED.

Review Council Report

The report of the Review Council (yellow document mailed prior to the meeting with agenda and materials) outlined several recommendations regarding the ASCD Policy Handbook, self-assessment of purpose by the affiliates, monitoring of achievement of ASCD purposes, and outlined the activities of the Review Council during the past year.

Mr. Cawelti submitted a suggested numerical classification for the Policy Handbook to the council for review and said the remainder of the report would be discussed in detail at the board meeting. Mr. Cawelti was authorized to have staff proceed with the handbook based on the information presented, and it was

MOVED and SECONDED to transmit the proposed numerical classification to the Board of Directors for its review and action. MOTION CARRIED.

MOVED by Mr. Rankin and SECONDED by Mr. Taylor to receive the Review Council report and transmit it to the Board of Directors for discussion. MOTION CARRIED.

Publications Program Report

Mr. Brandt presented the Publications Report presented in detail on pages 25-39 of the Annual Report. He also distributed the results of a Publications Survey (attachment 1). Results of the survey, which had been authorized by the Executive Council at the request of the Publications Committee, showed that most members who replied were satisfied with the yearbooks. Mr. Brandt said a special meeting would be held on Friday evening to discuss yearbooks and that the Publications Committee would choose a theme for the 1986 yearbook at its Saturday meeting.

President Davis pointed out the awards presented to ASCD for its publications, saying he felt these should be made much more public
than simply providing the information to the Board of Directors. He emphasized that these awards are an important source of pride and that visibility should be given to what peer groups think of the work of the publications staff.

Affiliated Unit Activity Report

Ms. Berreth presented the Affiliated Unit Activity Report found on pages 55-60 of the Annual Report, and distributed the proposed Board of Directors Handbook, currently under revision, for review by the council. She said this would be updated and redistributed in May to the board.

Ms. Berreth reported on the informal meeting of the affiliate unit presidents to be held preceding the board meeting. Discussion ensued on the role this group and the affiliated units, which represent approximately 15,000 members, play in an association of 38,000 members. Sensitivity to the issue of representation of the entire membership rather than just one segment was expressed, especially in view of the Nominations and Elections Code, which requires affiliate unit membership in order to run for national office.

It was agreed that this issue required further discussion of the council and the board, and Mr. Robinson suggested that a committee be appointed by the president-elect to review the policy and report back to the board. This suggestion was well-taken and Mr. Finkel agreed to appoint a committee to carry out this charge when he assumes office.

Presidents Leadership Conference in New York

The Presidents Leadership Conference for affiliate unit presidents-elect will be held May 12-14 in New York. New York was selected at the suggestion of President-Elect Larry Finkel in order to familiarize these affiliate leaders with the hotels, transportation, restaurants, cultural activities, and surrounding areas. They could then more confidently promote the 1984 annual conference in that city. Mr. Finkel said plans are proceeding with both the leadership conference and the annual conference, and that the New York affiliate was working hard on these conference efforts.

England ASCD

Mr. Cawelti reported on the plans for a May workshop at Lakenheath Air Force Base outside of London for area educators, both American and host-nation personnel. He said an organizational meeting would be held following the workshop to consider the establishment of an England ASCD affiliate unit.

Germany ASCD

Mr. Cawelti reported on favorable prospects for a German-wide affiliate unit, which has evolved from the recently established Germany-North affiliate. Mr. Cawelti said the Department of Defense
Dependents Schools (DoDDS) had been instrumental in arranging and providing financial assistance for much of the preliminary work in creating Germany-North, as well as the workshop in England.

Program Development Report

Ms. Long presented the Program Development Report found on pages 40-54 of the Annual Report.

- Projects. The 1982-83 projects and status of the remaining 1981-82 projects were reviewed. The Executive Council supported the Women's Leadership Project and the recommendation that ASCD sponsor a conference on this topic. Mr. Costa suggested that the conference might be co-sponsored with other organizations, such as the American Association of University Women, or held as a pre-conference institute, an idea Mr. Cawelti supported, or provide money to another group to address the subject. Ms. Brownlee and Mr. Bunkins suggested that one of the annual conference sessions could address the problem of sexual harrassment, an issue of concern to both men and women.

Mr. Rankin urged the council to take note of sexual stereotyping and discrimination practices, pointing out that counseling sometimes is a source of serious sex discrimination, as well as the general treatment of students in terms of sex roles, and the impact of both on the next generation of students.

Ms. Long said that one of the items for discussion at the board meeting would be the discussion on the procedure for generating ideas for program development and cited projects that would need further funding to continue. Mr. Cawelti said the board should participate in these discussions and that suggestions must be received before the middle of April. President Davis said post-conference followup on program suggestions would be important to provide information at the June Executive Council meeting.

- NCSIs Reviewed. Ms. Long reviewed NCSI subjects, dates, locations, attendance and evaluation results for the March 1982 - February 1983 time period. (Refer to page 49 of the Annual Report.) She then referred to attachment D of Attachments mailed prior to the meeting, which evaluated 39 NCSIs held from October 1981 through December 1982. Also found on page 49 of the Annual Report was evaluvative data and a review of the NCSIs held from March 1982 through February 1983.

- Tentative 1983-84 NCSIs. The tentative 1983-84 NCSI schedule (attachment E of Attachments mailed prior to the meeting) was presented and Ms. Long said this series reflects considerable effort with special attention to board suggestions, affiliate unit presidents' suggestions on specific topics in specific cities, and repeat subjects that were recommended by the Review Council membership survey. It was noted that some of the sites are schools and Mr. Brandt said that the Publications Committee had made this suggestion because of the interest in school locations used in the publications program.
Following further discussion,

Mr. Kiser MOVED and Mr. Quinby SECONDED the
motion to transmit the tentative 1983-84 NCSI
schedule to the Board of Directors for consid-
eration. MOTION CARRIED.

- Staff Development Contract Program

Ms. Long referred the group to page 51 of the Annual Report to dis-
cuss the relatively new Staff Development Contract Program. This
program was conceived as a means of generating revenue while offering
members an alternative for quality, on-site staff development activ-
ies. This program has been well-received and will be expanded in 1983 to include introductory programs, comprehensive programs, and
on-site consultation in staff development program design.

The council expressed its interest in using minority consultants in
the Staff Development Contract Program and Ms. Long said the ASCD
staff is working hard to build a human resource file, and is giving
specific recommendations to the Executive Director. She noted recom-
mendations that have come from the Executive Council and others and
said efforts will continue in this area.

- Dissertation Award Winners

Ms. Long announced the winners of this year's dissertation awards:

**Curriculum:**
Dr. Steven B. Baruch
University of Wisconsin, Milwaukee

"Factors Affecting the Process of Curriculum
Formation in the Milwaukee Public Schools
July 1955 to June 1976"

**Instruction:**
Dr. Susan Bloom
University of Kansas

"Expectancy Motivation Theory and School Outcomes"

**Supervision:**
Dr. Karl H. Clauset, Jr.
Boston University

"Effective Schooling and Systems Dynamics
Policy Study"

and

Dr. Shirley A. McFaul
University of Houston, Central Campus

"A Case Study of the Implementation of Peer Clinical
Supervision in an Urban Elementary School"
A breakfast was scheduled at the annual conference for winners and the panel members. These award winners will be announced and presented with a plaque at the Second General Session, and they are scheduled to present papers at the conference.

**Nominations Coordination**

Immediate Past President Lucille G. Jordan will serve as coordinator of the nominations committees to assure their awareness of association policies pertaining to sex, ethnicity, geographical distribution, and professional ability. The tasks of the coordinator were reviewed and Ms. Jordan said feedback on this process would be sought from chairpersons of the nominating committees.

**ASCD Leadership Foundation Fund**

Mr. Cawelti reported that the trustees of the Leadership Foundation Fund would meet at the annual conference and determine a plan to increase contributions to help get this program off the ground. It was suggested that the council receive the comments and ideas of the trustees at the annual conference and discuss them in June. Currently the fund contains approximately $12,000 and it was felt that one of the problems with this effort is the lack of focus. Chairman Don Frost is scheduled to address both the Board of Directors and the Annual Business Meeting with regard to the status of the fund and the need for commitment by the membership to it's success.

**Liaison Relationship With Other Groups and Agencies**

An updated policy concerning ASCD's liaison relationship with other groups and agencies seeking affiliation was presented. After a brief discussion, it was recommended that this statement be combined and updated with existing policy on this matter and presented to the Executive Council for review in June.

**Long-Range Planning Process**

Mr. Cawelti reviewed the effort involved in the establishment of a new long-range policy for ASCD and referred to the results of the long-range planning survey (blue document mailed with Attachments prior to the conference). In keeping with the results noted, it was suggested that a first effort be to commission a group to explore the consequences of the Florida Governor's Commission on curriculum legislation to increase high school graduation requirements of science and mathematics.

The intent of the effort is to determine the policy consequences pro and con, pull together a group to think it through, and present an analysis to the Executive Council for discussion and dissemination. Mr. Cawelti said in due time there would be other issues, but the Florida commission is one that could be addressed now.

Mr. Costa supported this approach and suggested looking at the political and economic issues behind the suggested first topic.
He went on to say it was not enough just to get together and talk about it or publish something on it, but it should be determined why the trend exists in education and what can be done to control it.

President Davis said he perceived the group's assent to the general idea of this planning, recommended proceeding, and

Mr. Finkel MOVED and Mr. Kiser SECONDED the motion to continue with the suggested policy analysis project and formally accept the Florida Governor's Commission on Curriculum Requirements as the first effort. MOTION CARRIED.

Discussion continued on policy analysis and Mr. Costa said in this instance it isn't the issue of science and mathematics, but rather the problem is the mandate of the state. Mr. Cavelti suggested that next year the group could come up with a larger picture, but this is an interim project and ASCD would have more clout with a reasoned opinion. Mr. Rankin agreed, but said a precedent was being set by taking a stance that had to be approved by the Executive Council. He felt, however, that another procedure would eventually evolve and urged going forward with this first project. He said in the long run every project would not have to be approved by the Executive Council and suggested looking at the process by which projects are selected as policy analysis moves forward.

Long-Range Planning Process Worksheets Reviewed

President Davis said the long-range planning process worksheets would be distributed to the board for roundtable discussion at its annual conference meeting. He asked that Executive Council members facilitate the discussion by sitting at different tables, answering questions, and seeing that notes were taken on proposed issues and solutions. Board input will be presented to the Executive Council at its June meeting for consideration.

Adjournment

President Davis reminded the council of the post-conference meeting to be held on Tuesday and expressed his appreciation for the careful consideration given to association business.

Post-Conference Meeting

The concluding meeting of the Executive Council was called to order on March 8 by President Larry Finkel, who assumed office at this meeting. He welcomed new members Robert Hanes (NC), Marcia Knoll (NY), and Bob Sigmom (VA).

Report on 1984 Conference Planning

Marcia Knoll reported on behalf of the Conference Planning Committee on tentative plans for the 1984 Annual Conference to be held in New
York City:

- Suggested theme is "1984 Revisited: The Future is Now."
- All sessions and exhibits will be held in the Hilton and Sheraton Hotels.
- Suggestions on how to attend the conference on a budget will be shared with the membership during the coming year.
- Visits can be made to local elementary and secondary schools and to area universities.
- New York City public schools will cooperate with ASCD to encourage local educators to attend.
- The Conference Planning Committee will meet in April and report to the Executive Council in June and October.

In addition, there was some discussion of possible speakers and topics, Mr. Cavelti suggested providing more extended staff development opportunities through the NCSIs held during the conference, and Mr. Davis suggested ASCD co-sponsor some sessions with other organizations, such as AERA.

Publications Committee Report

Mr. Brandt presented the report of the Publications Committee:

- The committee recommended that ASCD publish two booklets for comprehensive members:
  1. Teachers and Their World by Ann Lieberman;
  2. Curriculum Thinking by Alex Molnar.

  Mr. Davis MOVED and Mr. Costa SECONDED that ASCD proceed with plans to publish the Lieberman manuscript and that further discussion be held by Mr. Brandt and Mr. Molnar, and that an outline and a list of authors who have agreed to write be presented to the Executive Council in June. MOTION CARRIED.

- The committee recommended that ASCD publish the 1986 yearbook on one of two topics:

  1. The Teaching Profession, which would address issues such as recruitment of high quality candidates, improvement of teacher education, career development of teachers, and so on;

  2. Images of Excellence, chaired by Vincent Rogers, would present case studies of schools and programs considered to be
examples of excellence in teaching, excellence in curriculum, and excellence in leadership.

It was MOVED by Mr. Davis, and SECONDED by Mr. Hunkins that Mr. Brandt secure prospective outlines for both titles and make a recommendation to the Executive Council in June.

Mr. Cawelti suggested a yearbook which analyzes teaching and the

MOTION was AMENDED so that a third outline, for a publication on teaching, would be brought to the Executive Council in June. AMENDMENT CARRIED and MOTION CARRIED.

Discussion of Resolution Number 11

Resolution 11, "Shortage of Mathematics and Science Teachers" (attachment 2), which was presented to the membership at the Annual Business Meeting, was discussed. This resolution addressed differentiated salaries for mathematics and science teachers and President Finkel appointed an Executive Council Subcommittee (Mr. Hunkins, Mr. Kiser, and Mr. Robinson, chair) to study it carefully. Council members should contact Mr. Robinson with their ideas about ASCD's position on this proposed resolution. A straw poll of council members indicated that of those present, most opposed differentiated pay. The subcommittee was urged to take into consideration the interest and substance of the discussion that had been held on this resolution at the final board meeting following the Annual Business Meeting.

Future Executive Council Meeting Dates


  Subcommittees meet at 8:30 a.m., the meeting will begin at 10:30 a.m. on Friday, June 10, and will conclude at noon on Sunday, June 12.

• October 1983, New York. Arrival Wednesday, October 12.

  The meeting will begin 9:00 a.m. on Thursday, October 13, and conclude at noon on Saturday, October 15.

ASCD Calendar

Mr. Cawelti recommended that the ASCD calendar be continued.

It was MOVED by Mr. Sigmon and SECONDED by Mr. Davis that ASCD print a 1983-84 calendar that will include fall months and that ASCD explore the possibility of giving certificates of membership in future years instead of a calendar. MOTION CARRIED.

The meeting adjourned at 3:00 p.m. on Tuesday, March 8, 1983.

*Originally scheduled for June 8-11.