MINUTES

ASCD EXECUTIVE COUNCIL
June 20–24, 1984
Alexandria, Virginia
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

June 21, 1984

Holiday Inn Old Town
Alexandria, Virginia

June 22-24, 1984

Crystal Gateway Marriott
Arlington, Virginia

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THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
EXECUTIVE COUNCIL MEETING

June 21, 1984
Holiday Inn Old Town
Alexandria, Virginia

June 22-24, 1984
Crystal Gateway Marriott
Arlington, Virginia

Phil C. Robinson, Presiding

**Minutes**

President Phil Robinson called the Executive Council meeting to order
at 1:30 p.m. on Thursday, June 21, 1984, in the Captain Piercey Room
at the Old Town Holiday Inn, Alexandria, Virginia. The following
council members were present:

Phil Robinson, President (NY); Carolyn Hughes,
President-Elect (OH); Lawrence Finkel, Immediate
Past President (NY); Patricia Conran (IL); Sidney
Estes (GA); Robert Hanes (NC); Francis Hunkins (WA);
Anna Jolivet (AZ); Luther Kiser (IA); Marcia Knoll
(NY); Elizabeth Lane (TN); Nelson (Pete) Quinty
(CT); and Bob Sigmon (VA).

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

Sarah Arlington, Conference Coordinator; Diane Berreth,
Associate Director for Affiliate Units; John Bralove,
Business Manager; Ronald Brandt, Executive Editor;
Anita Fitzpatrick, Administrative Assistant; Jean
Hall, Associate Director for Program Development;
Lewis Rhodes, Assistant Director for Technology; and
Gayle Rockwell, Conference Facilities Coordinator.

**President's Remarks (Agenda Item 1).** President Robinson welcomed
the Executive Council to Alexandria and new members Pat Conran and
Anna Jolivet, who assumed office at the close of the ASCD Annual
Conference last March. He reviewed briefly his efforts to plan and
promote 1985 as "The Year of the Teacher" since the conference and
said this subject would be addressed in detail under another agenda
item.

**Approval of Previous Minutes (Agenda Item 2).**

MR HANES MOVED AND MR. SIGMON SECONDED APPROVAL OF
THE MINUTES OF THE MARCH 1984 MEETING OF THE ASCD
EXECUTIVE COUNCIL. MOTION CARRIED.
**Action on Report of Evaluation Committee (Agenda Item 3).** In accordance with ASCD policy, the June audit of the Executive Director's activities was conducted by the officers of the association, and the following report submitted:

The officers met for a performance review of the Executive Director. There was a most positive feeling with respect to the Executive Director's performance in the following areas: a remarkable increase in membership; an increase of revenue; superior educational knowledge; and communication with affiliates, members and prospective members.

A serious concern was the organizational behavior, officer management, and personnel practices. Another concern was the effectiveness in working with the educational community beyond ASCD's membership, particularly in promoting the visibility of the association.

It was decided that the officers would meet with the Executive Director within the next 60 days. At that time the specific concerns of the Executive Council would be expressed to him. Goals and objectives for the coming year would be prepared so that structural management procedures would be in place. In addition, the Executive Director's expenses and travel would be reviewed.

A salary increase of 4% was recommended for the Executive Director.

**Budget Reports and Action (Agenda Item 4).** There was lengthy discussion about several items pertaining to execution of the FY 1984 budget and the proposed FY 1985 budget, especially in light of plans to purchase a new headquarters facility. Revenue exceeded projections close to $900,000 but concern was expressed over a number of cost overruns. These were largely due to the dramatic increase in membership over the past year (from 40,000 to 52,000+) and the additional monies necessary to provide member services.

Mr. Estes chaired and served on the Executive Council Budget Subcommittee with Mr. Hanes and Ms. Conran, and Mr. Bralove acted as staff liaison. He said the subcommittee reviewed the current and projected budgets. The overruns due to rapid membership growth are unlikely to occur again next year but nevertheless make accurate forecasting difficult. The committee also considered salary and benefit costs, program budgeting, and implications of purchasing or constructing a new facility. He said all facets of both the FY 1984 and FY 1985 budgets were reviewed throughly and in conjunction with the long-range plan.

Concern was expressed that the officers were not consulted according to association policy before overruns occurred, and the Executive Director was asked to do so in the future. Considerable discussion followed and focussed not only on budget matters but also staff
communication, job responsibilities, and accountability. Mr. Cawelti said the difficulties in these areas are symptomatic of frustration created by lack of space, systems, and employees. Following further discussion, President Robinson suggested that the Budget Subcommittee list its concerns and recommendations in order to help the Executive Director provide guidance, monitor the areas that need attention, and report back to the Executive Council in October.

MR. QUINBY MOVED AND MR. SIGMON SECONDED APPROVAL OF FY 1984 BUDGET OVERAGES. MOTION CARRIED.

President Robinson reviewed plans for establishment of 1985 as "The Year of the Teacher." This plan is an effort to improve the image of teachers and teaching as a profession and received the approval of the Executive Council at its March meeting. Affiliate units have been requested to establish implementation committees to assist with the project, and Mr. Robinson plans to ask for introduction of a resolution in Congress to name 1985 "The Year of the Teacher." (H.J. Res. 613 designating 1985 as "The Year of the Teacher" was subsequently introduced on June 28, 1984.)

President Robinson has communicated with former ASCD presidents to seek their support and a meeting is planned with representatives of Washington-based organizations to secure their cooperation and input. He concluded with a request that $50,000 be included in the program development budget to cover costs for public service announcements and other promotional activity, and suggested that funds from certain products commemorating "The Year of the Teacher" could be contributed to the ASCD Leadership Foundation.

MR. KISER MOVED AND MR. HUNKINS SECONDED PRODUCTION OF A COMMEMORATIVE STAMP FOR "THE YEAR OF THE TEACHER" WHICH WILL BEAR NO DISTINCTIVE ASCD MARKINGS, AND THAT THE PROCEEDS OF SALES OF THE COMMEMORATIVE STAMP WILL GO TO THE BENEFIT OF THE ASCD LEADERSHIP FOUNDATION. MOTION CARRIED.

MS. HUGHES MOVED AND MR. ESTES SECONDED AUTHORIZATION FOR $50,000 OF THE BUDGET TO BE USED FOR THE PROJECT, "THE YEAR OF THE TEACHER"

BECAUSE OF THE NATURE OF THE PROJECT, THE MOTION WAS AMENDED BY MR. QUINBY TO INCLUDE AN ADDITIONAL $65,000 FOR CONTINUATION INTO THE FOLLOWING YEAR OF MS. HUGHES TERM.

Considerable discussion centered on the precedent this would be establishing, but it was agreed to return to this when the final budget recommendation was made on the last day of the meeting.

MR. KISER MOVED TO TABLE THE MOTION PENDING A BUDGET PROPOSAL FROM PRESIDENT ROBINSON AND MS. HUGHES AND REVIEW OF POSSIBLE BUDGET IMPLICATIONS. MS. KNOLL SECONDED THE MOTION AND THE MOTION CARRIED.
Subsequently, on the final day of the meeting,

MR. HUNKINS MOVED AND MR. SIGMON SECONDED REMOVING THE MOTION FROM THE TABLE FOR DISCUSSION. THE MOTION CARRIED.

It was agreed that approximately $20,000 could come from unspent FY 1984 program development funds, and the balance through additional program development funds authorized by the council, and

MR. HANES OFFERED A FRIENDLY AMENDMENT TO THE EXISTING MOTION TO DIVIDE THE $50,000 INTO $20,000 AND $30,000 AMOUNTS, WITH $20,000 TAKEN FROM THIS FISCAL YEAR AND $30,000 ADDED TO NEXT YEAR'S BUDGET FOR PROGRAM DEVELOPMENT. THE MOTION CARRIED.

It was agreed to postpone action to transmit the FY 1985 budget to the Board of Directors pending consideration of program development, salaries, plans for rental or purchase of a headquarters facility, and other matters which may affect current projections, and

MS. Conran MOVED TO TABLE THIS ITEM.

Status of Headquarters Acquisition Activity (Agenda Item 5). Mr. Cawelti reviewed several alternatives available to resolve headquarters space problems, including rental of limited adjacent space and purchase of a larger facility. His recommendation was to take advantage of the City of Alexandria's Industrial Development Authority industrial revenue bond (provides funds at 25% below prime interest rate) and purchase or construct a facility that will provide for future growth.

Lengthy discussion followed on budget implications and projections, use of extra space in a larger facility as rental income, sale of the current building, and related issues of concern to the Executive Council.

MS. LANE MOVED AND MR. SIGMON SECONDED AUTHORIZATION OF THE EXECUTIVE DIRECTOR AND OFFICERS TO CONTINUE TO LOOK FOR A VIABLE PROPERTY.

MS. HUGHES MOVED AND MS. CONRAN SECONDED A MOTION TO TABLE THE MOTION ON THE FLOOR. THE MOTION CARRIED.

After presentation of information later in the meeting by Mr. Bralove showing budget implications and comparison of each property under consideration by the council,

MS. LANE MOVED TO REMOVE THE MOTION FROM THE TABLE. MR. SIGMON SECONDED THE MOTION AND THE MOTION CARRIED.

THE ORIGINAL MOTION CARRIED
Publications Program Report (Agenda Item 6). Publications subcommittee chair Lu Kiser and subcommittee members Mr. Quinby and Ms. Knoll had met earlier to review the Publications Program with Executive Editor Ron Brandt. The subcommittee made the following recommendations to the council:

- Recommend the following for appointment to the 1984-1985 Publications Committee:

  Gilbert Valdez (Committee Chair)  
  Supervisor of Curriculum Development  
  Minnesota Department of Education  
  St. Paul, Minnesota  

  William Spady, Director  
  Far West Laboratory  
  San Francisco, California  

  Ann Lieberman, Professor  
  Teachers College  
  Columbia University  
  New York, New York  

  Beau Fly Jones, Special Projects Coordinator  
  Department of Curriculum  
  Chicago Public Schools  
  Chicago, Illinois  

  Allan Glatthorn, Professor  
  University of Pennsylvania  
  Philadelphia, Pennsylvania  

  Bonnie Smith, Curriculum Coordinator  
  MSC of Washington Township  
  Indianapolis, Indiana  

  Richard Brown, Principal  
  Pattie Elementary School  
  Manassas, Virginia  

  MR. KISER MOVED AND MR. HUMKINS SECONDED ACCEPTANCE  
  OF THE RECOMMENDATIONS WITH REGARD TO THE 1984-1985  
  PUBLICATIONS COMMITTEE. MOTION CARRIED.  


  MR. KISER MOVED APPROVAL OF THE TWO RECOMMENDED  
  BOOKS. THE MOTION WAS SECONDED AND CARRIED.  

Mr. Kiser explained that the subcommittee was not recommending publication of two other books approved by the Publications Committee -
one on learning styles and one on supervision - because they wanted
to retain flexibility to respond to future priorities.

- Recommended further planning for production of the following
  proposed videotapes:

  Inservice Program on Teaching Thinking
  Revised version of The Supervisory Process
  Problem Solving in Mathematics
  Content and Process in Science
  Strategic Planning
  Strategies for Excellence: Motivation
  Teaching for Literacy
  Writing Across the Curriculum

The council was being requested to approve planning or production
of the proposed videotapes. Mr. Kiser said there would be progress
reports on each item at the October council meeting. Production
would not begin on any of these programs until after that meeting and
until an advisory committee had planned the program in some detail.
It was suggested that data on the need for proposed products, and
their relation to association goals and priorities, should be
presented as part of each proposal.

MR. KISER MOVED AND MR. HUNKINS SECONDED A MOTION
TO ENCOURAGE CONTINUED PLANNING OF THE LISTED
VIDEOTAPES. MOTION CARRIED.

- Recommend approval of publication on a three-year trial basis of a
  scholarly journal tentatively called "Perspectives on Practice," and
  that Robert F. Nicely, Jr., and Edmund C. Short of Pennsylvania
  State University be appointed co-editors. The following are nomi-
  nated as members of the Editorial Advisory Board:

  Louise Berman, University of Maryland
  O. L. Davis, Jr., University of Texas
  Maxine Greene, Columbia University
  Thomas Sergiovanni, Trinity University, San Antonio
  Arthur Steller, Mercer County Public Schools, West Virginia
  Decker Walker, Stanford University
  Benjamin Williams, Little Rock Public Schools

Mr. Kiser noted that, as explained in the proposal (Attachment 1),
approval of this additional publication would require additional
staffing in the editorial department.

MR. KISER MOVED TO APPROVE PUBLICATION OF THE
SCHOLARLY JOURNAL AS OUTLINED. THE MOTION WAS
SECONDED AND CARRIED.

Affiliate Activity Report (Agenda Item 7). Mr. Cawelti reported
on the following international activity:
- 7 -

- United Kingdom ASCD was admitted in March following initial efforts and support of the Department of Defense Dependents Schools (DoDDS) - Atlantic Region. In June Barbara Day conducted an early childhood education workshop at Alconbury Air Force Base outside of London. The program was attended by 75 DoDDS personnel of the Atlantic Region which, out of five DoDDS regions in the world, is one of three doing a pilot project on early childhood education. Mr. Cawelti also participated in the workshop as a presenter.

- DoDDS - Mediterranean Region sponsored a workshop in Madrid conducted by Mr. Cawelti following the UKASCD workshop. The Director indicated his willingness to Mr. Cawelti to hold a preliminary meeting next April to determine the degree of interest of DoDDS - Mediterranean Region personnel in establishing an ASCD affiliate.

- The Executive Council carefully considered separate inquiries by Paul Foss of the Saudi Arabian International Schools (serving dependents of non-military American personnel in Saudi Arabia) and Solomon Bakar of a Saudi Arabian university about possible ASCD affiliation. After considerable discussion,

> **MS. HUGHES MOVED THAT THE EXECUTIVE DIRECTOR COMMUNICATE WITH PAUL FOSS AND SOLOMON BAKAR THAT THE EXECUTIVE COUNCIL HAS CONSIDERED THEIR INQUIRIES, HAS CONSULTED THE ASCD CONSTITUTION AND ASCD AFFILIATION POLICIES, AND FINDS THAT SINCE OPEN MEMBERSHIP AND THE CONCEPT OF CULTURAL PLURALISM ARE OF INHERENT VALUE TO THE ASSOCIATION, THAT WHILE THEIR INDIVIDUAL MEMBERSHIPS ARE WELCOME, AFFILIATION COULD NOT BE CONSIDERED. MR. KISER SECONDED THE MOTION AND THE MOTION CARRIED.**

Ms. Berreth said the Presidents Leadership Conference held in May received good evaluations from participants and suggestions to plan for more group time for discussions on common concerns. Ms. Berreth was asked to provide copies of the evaluations to the Executive Council.

Currently each participating affiliate contributes $350 to the cost of the Presidents Leadership Conference and ASCD provides the rest of the approximate $600+ cost per president. Ms. Berreth recommended and after discussion,

> **MR. QUINBY MOVED TO INCREASE THE AFFILIATE CONTRIBUTION TO THE PRESIDENTS LEADERSHIP CONFERENCE FROM $350 TO $375. MS. JOLIVET SECONDED THE MOTION AND THE MOTION CARRIED.**

Ms. Berreth reviewed the report of the Affiliate Advisory Committee (Attachment 2) and requested approval of the proposed plan to establish a pilot program of three affiliate regional meetings at a cost of $9,000 for a period of one year. The committee was responding to the affiliates' expressed need for time in addition to the Presidents Leadership Conference to share concerns, interact, and resolve common
problems. Ms. Berreth said the regional conferences would also pro-
vide a data base of information and enable her to respond to affili-
ate needs and concerns. For the purposes of discussion,

MS. HUGHES MOVED APPROVAL OF THE REGIONAL DRIVE-IN
CONFERENCE PROPOSAL FOR ONE YEAR. MR. SIGMON SECONDED
THE MOTION.

A three-year limit on the pilot was suggested and alternative methods
of achieving the same informational exchange (e.g. teleconferencing)
were discussed. After discussion,

MS. HUGHES MOVED TO TABLE THE PRECEEDING MOTION PENDING
THE REPORT OF THE ASSISTANT DIRECTOR FOR TECHNOLOGY.
MR. QUINBY SECONDED THE MOTION. A HAND VOTE RESULTED
IN A TIE BROKEN BY THE PRESIDENT IN FAVOR OF TABLEING
THE MOTION.

Subsequently, near the end of the meeting,

MR. FINKEL MOVED TO REMOVE THE MOTION FROM THE TABLE.
THE MOTION WAS SECONDED AND CARRIED, and
THE ORIGINAL MOTION CARRIED

Ms. Berreth again referred to Attachment 2 and the recommendation of
the Affiliate Advisory Committee to continue the policy analysis
project currently engaged in as a part of ASCD's long-range plan.

The final recommendation of the committee concerned the availability
of seed money grants for affiliates for the purpose of strengthening
affiliate units and to provide assurance that national ASCD would
provide assistance as needed. It was pointed out that the Affili-
ation Policies and Practices manual distributed at the Presidents
Leadership Conference outlined in detail a broad range of affiliate
services provided by national. Ms. Berreth was encouraged to refer
affiliate leadership to these services in response to the committee's
recommendation.

Ms. Berreth reported that all affiliates are in compliance or working
towards compliance with the uniform board terms, which run July 1
through June 30 of each year.

Annual Conference Report (Agenda Item 8). The 1984 Annual Confer-
ence evaluations reflected excellent conference program content and
speakers. Negative comments were received about pre-session intro-
ductory remarks, the Harbor Cruise (which the contractor attempted to
resolve to the satisfaction of the participants), and some staffing
problems with the pre-conference NCSIs. The final conference atten-
dance count was approximately 4,200.

The Conference Planning Committee met two weeks after the 1984 Annual
Conference to discuss the 1985 conference. The theme will be
"Exalting Teaching and Learning" and will focus on five areas: (1) the process of teaching and learning; (2) curriculum balance; (3) hi-tech hi-touch; (4) professional growth and renewal; and (5) human resource development. Major speakers will be Madeline Hunter, Ernest Boyer, Benjamin Hooks, and William Gless. The 1986 Annual Conference will be held in San Francisco, and

**MS. HUGHES MOVED AND MS. KNOLL SECONDED APPOINTMENT OF ART COSTA (CA) AS 1986 CONFERENCE CHAIR. MOTION CARRIED.**

Mr. Cawelti reviewed the Annual Conference Financial Data on Attachment 3 as an information item and to illustrate the net fiscal effect of the conference.

Ms. Rockwell, Conference Facilities Coordinator, reported on difficulties in obtaining hotel rooms in Chicago for the 1985 Annual Conference even though commitments had been made. She was encouraged to continue to pursue Chicago but also to explore available dates in other major cities.

Several 1992 Annual Conference sites were considered, and after discussion,

**MR. HUNKINS MOVED APPROVAL OF NEW ORLEANS AS THE 1992 ASCD ANNUAL CONFERENCE SITE. THE MOTION WAS SECONDED AND CARRIED.**

In addition,

**MR. SIGMON MOVED TO INCREASE THE 1985 ANNUAL CONFERENCE REGISTRATION FEE BY $10. THE MOTION WAS SECONDED BY MS. CONRNAN AND CARRIED.**

Ms. Lane and Mr. Brandt referred council members to a memo they had prepared suggesting an arrangement that would allow Kraus Publications access to curriculum materials displayed at the Annual Conference in order to evaluate them for possible inclusion in the Kraus microfiche collection (Attachment 4).

**MR. FINKEL MOVED AND MS. LANE SECONDED ACCEPTANCE OF THE REPORT EXCEPT FOR ITEM 5. THE MOTION CARRIED.**

After further discussion,

**MR. FINKEL MOVED AND MS. KNOLL SECONDED APPROVAL TO ACT ON ITEM FIVE OF THE REPORT. MR. KISER OFFERED AN AMENDMENT TO CHANGE THE WORD "AUTHORIZED" TO "DIRECTED" IN THE SECOND SENTENCE OF ITEM 5 AS SHOWN. MR. HANES SECONDED THE MOTION AND THE MOTION CARRIED.**
Ms. Berreth referred the council to Attachment 5 for a review of actions taken or planned in response to the recommendations contained in the 1984 ASCD Review Council Report. Numbers 6, 9, and 15 were referred to the Executive Council Program Development Subcommittee, (Mr. Hunkins, chair, Mr. Sigmon, and Ms. Lane):

6. Increase number of dissertation awards - The subcommittee considered the Review Council suggestion but recommended that awards be made only to the three best dissertations submitted, one each in the areas of curriculum, instruction, and supervision. The subcommittee also recommended elimination of the practice of awarding certificates of recognition to five finalists in each category in order to more fully support the concept that the awards were earned by the best dissertation in each of the three areas.

    MR. HUNKINS MOVED THAT ASCD MAKE THREE DISSERTATION AWARDS, ONE EACH IN THE CATEGORIES OF CURRICULUM, INSTRUCTION, AND SUPERVISION; AND THAT RECOGNITION AWARDS FOR FINALISTS BE ELIMINATED. MR. SIGMON SECONDED THE MOTION AND THE MOTION CARRIED.

9. Sponsor new schooling ideas - The subcommittee suggested gathering more information in order to determine what is meant by "new schooling ideas", and suggested further clarification before addressing this issue.

15. Appoint committee to develop position statement on curriculum balance - The subcommittee felt that this issue had been addressed in various forms on several occasions in the past few years and did not recommend action at this time.

The council considered a Review Council recommendation to sponsor a meeting to develop an ASCD plan for improving American education. After discussion,

    MS. LANE MOVED THAT THE REVIEW COUNCIL BE INFORMED THAT THE EXECUTIVE COUNCIL DOES NOT ENCOURAGE OR SUPPORT THE RECOMMENDATION TO SPONSOR A MEETING TO DEVELOP AN ASCD PLAN FOR IMPROVING AMERICAN EDUCATION. THE MOTION WAS SECONDED AND CARRIED.

Followup Responses to 1984 Resolutions (Agenda Item 10). Attachment 6 outlines in detail a review of activities underway in response to the 1984 resolutions. Resolution 2 on balanced curriculum may be addressed through a policy analysis effort that will be looking at the probable consequences of what is becoming a similar pattern of state legislation on curriculum across the nation.

Discussion ensued on the need for the Review Council to become involved in the mainstream of the membership in order to find out what
the issues and concerns are and to make cogent observations about the
direction the association is taking. Ms. Berreth reported that the
Review Council chair, Gerald Firth, shares this concern and has
communicated with its member with regard to appropriate foci.

ASCD Leadership Foundation (Agenda Item 11). Mr. Cawelti reported
that the contributions to the foundation now total $13,750 and a
decision was needed on authorization of funds for a meeting next year
since this item was tabled at the March meeting. President Robinson
reviewed a brief history of the foundation, citing problems in
establishing its purposes and activities. It was pointed out that it
should not be the foundation's job to set its purposes, and that the
five-year plan called for an evaluation that had not been done.
Council members agreed that a greater sense of direction was needed
from the Board of Trustees.

President Robinson reported on a letter from the new chair, Robert
Anderson, who urged that the foundation be given the opportunity to
accomplish this. President Robinson and Mr. Cawelti recommended
allocation of existing foundation funds for this last effort, and it
was moved and seconded that this be done. The motion was defeated by
a show of hands, four in support and eight opposing. The final con-
clusion by consensus was that the $5,000 appearing in the budget
remain as the authorization for FY 1985, and that a report evaluating
foundation activity and its purposes and directions be made to the
Executive Council in the year ahead.

Program Development Report (Agenda Item 12). Ms. Hall referred to
the information on Attachment 7 to review the projects funded in
1983-84 in response to recommendations generated by the Board of
Directors and resolutions.

The project on Equal Access to Microcomputers recommended publica-
tion of materials developed during the project but the council felt
that this would be a duplication of other work already addressed by
other groups, and

MS. KNOLL MOVED THAT ASCD NOT PUBLISH THE WORK
ON "EQUAL ACCESS TO MICROCOMPUTERS." MS. JOLIVET
SECONDED THE MOTION AND THE MOTION CARRIED.

The 1984 National Curriculum Study Institutes (NCSI) are designed to
provide resources for improving educational practice, research,
technology, and instructional materials. Location, topics, attend-
dance, and evaluations are presented in Attachment 8 for NCISIs held
through May 1984. NCISIs scheduled for July 1984-August 1985 are
shown in Attachment 9, and "Building Public and Private Collabora-
tives" will be added to that list. Ms. Hall pointed out that an
effort is made to tie in NCSI topics with videotapes, Educational
Leadership articles, and other association activity.

A discussion on repeat NCSI consultants, and the selection process
used to obtain good consultants was discussed, and Ms. Hall was urged
to seek out and use good minority consultants. Another issue of concern was staff presentations at NCSIs in view of the heavy workload of each staff member, and Ms. Hughes moved limiting the number of NCSI presentations per staff per year, and to utilize local ASCD people to minimize host-registrar duties normally assumed by staff. The motion was seconded but both the motion and the second were withdrawn after it was agreed that a written report would be made to the effect that this has been implemented.

Executive Council Program Development Subcommittee was chaired by Mr. Hunkins, who served with Ms. Knoll and Mr. Sigmon. They reported the following recommendations with regard to the NCSI program:

- Review the use of Vail as a multi-NCSI location because of the somewhat inconvenient location, and in view of the relatively low attendance for the number scheduled;
- Explore the possibility of holding an institute vis-a-vis an educational cruise;
- Give consideration to special NCSI needs of affiliates such as Hawaii and Alaska, asking them to involve themselves in order to make them financially viable;
- Request that state affiliates do an NCSI needs analysis to which national could respond;
- Reduce the number of NCSIs held next year to cut down on staff workload.

Mr. Hunkins moved and seconded that the number of NCSIs be limited to 50-55. An amendment added "unless the advance of computer technology enables the staff to comfortably handle a larger number." Motion and amendment carried.

- Consider 3-day institutes rather than 4-day institutes in nondormitory facilities.

Ms. Hall reviewed the proposed 1984-85 projects listed below and

Mr. Hunkins moved and Ms. Laine seconded acceptance of the proposed 1984-85 projects with adjustments noted, but Mr. Kiser moved to separate the question because of the number of projects and adjustments involved. A division of the question takes precedence, is not debatable, and the motion to separate was carried.

1984-85 Projects:

1. Leader Behavior Training Design (continued) - proposed budget changed from $15,000 to $12,000, and
MR. FINKEL MOVED AND MR. QUINBY SECONDED FUNDING
THE LEADER BEHAVIOR TRAINING DESIGN PROJECT FOR
ANOTHER YEAR, AND PROPOSED DALE MANN OF TEACHERS
COLLEGE, COLUMBIA UNIVERSITY, NEW YORK, AS CHAIR
OF THE PROJECT. MOTION CARRIED.

2. Commission on Instructional Supervision - no adjustment.

3. High School Futures Planning Network - no adjustment.

4. Elementary Network (Selection Committee meeting) - no adjustment.

5. High School Trends Survey/Middle School Survey Planning - no
adjustment.


7. Thinking Skills - proposed budget changed from $10,000 to
$15,000, and

MR. SIGMON MOVED AND MS. LANE SECONDED FUNDING
THE THINKING SKILLS PROJECT FOR ANOTHER YEAR
AND DIVISION OF THE ACTIVITIES INTO FOUR AREAS:
(1) RESOURCE BOOK; (2) NETWORK; (3) INSERVICE
PROGRAM; AND (4) COMMUNICATIONS WITH OTHER OR-
GANIZATIONS. MOTION CARRIED.

8. Networks Planning Committee/Networks Activity - no adjustment.

The following three projects were not approved: (1) Citizenship/
Ethics Education, (2) Science Education Symposium and Publication,
and (3) Gifted and Talented.

Ms. Knoll encouraged use of information resulting from these projects
in other ASCD activities with the same theme.

Discussion also addressed difficulties with regard to maintaining the
original programmatic focus of approved projects once they are turned
over to the project committees. The Program Subcommittee recommended
and it was agreed by consensus that the committees should be made
aware that the mission of the project as approved by the Executive
Council could not be changed without the approval of the council. In
addition, the Program Subcommittee made the following recommendations:

- Approve a maximum of six committee members, including the chair,
  for each project;

- Request that the project proposal include the end product stated
  in clear terms;

- The Program Subcommittee should meet via conference call before the
  Executive Council meetings in order to discuss the project pro-
posals;
-14-

- Request that the Associate Director for Program Development obtain Executive Council input as to potential projects;

- Have available at the June Executive Council meeting the names of persons who could serve on the various projects.

President Robinson requested the report in writing from the program subcommittee if it requires any kind of action in order to follow up on recommendations.

President Robinson expressed an interest in special education activity and Ms. Berreth said she had encountered a small but significant group of special education people among the membership. Mr. Robinson said also that he would like to see an effort made by ASCD to address the whole notion of non-violence and asked that this be noted for future reference.

The subcommittee asked the council to recommend to Ms. Hall the names of people who could serve as Dissertation Award judges for the 1984-1985 competition.

**Executive Session on Salary Matters (Agenda Item 13).** The Executive Council went into Executive Session at 9:00 a.m. on Saturday, June 23, 1984, to discuss salary matters and the Evaluation Committee report submitted under Agenda Item 3 on page 2 of these minutes. The oral report, given by Mr. Finkel, recommended a 4% salary increase for the Executive Director, and

**MR. HANES MOVED "THAT THIS INCREASE BE AUTHORIZED."**
**MR. QUINBY SECONDED THE MOTION AND MOTION CARRIED.**

The need for salary adjustments among Level 1 employees was discussed. Level 1 salaries are determined by degree, years of experience, and availability of qualified candidates and increases were recommended for Ms. Hall and Ms. Berreth. Following discussion,

**MR. QUINBY MOVED AND MR. HUNKINS SECONDED ADJUSTMENT OF THE ANNUAL SALARIES OF MS. HALL AND MS. BERRETH EFFECTIVE SEPTEMBER 1, 1984. MOTION CARRIED.**

Further discussion concerned the level of responsibility of Mr. Bralove and the need to have him made a part of the Level 1 management team, and

**MR. QUINBY MOVED AND MR. ESTES SECONDED "TO CHANGE MR. BRALOVE TO A LEVEL 1 POSITION, AND ADJUST HIS SALARY EFFECTIVE SEPTEMBER 1." MOTION CARRIED.**

Questions were then raised about the ASCD policy of awarding compensatory time for employees who work on weekends. Mr. Cawelti explained that this practice primarily applies to those employees who work the weekend of the Annual Conference plus those Level 1 employees who are
scheduled out on weekends. Compensatory time is given when requested and approved by the executive director with records maintained by the Chief Accountant.

MR. QUINBY MOVED AND MS. CONRAN SECONDED "THAT LEVEL 1 EMPLOYEES NOT BE ELIGIBLE FOR COMPENSATORY TIME." MOTION CARRIED.

Additional staff time needs associated with computer conferencing were considered including the necessity for increasing Jan Adkisson's time with ASCD to assist Lew Rhodes with this initiative.

MR. QUINBY MOVED AND MS. LANE SECONDED "TO AUTHORIZE THE EXECUTIVE DIRECTOR TO ACCOMPLISH THIS IF NEEDED AND TO DO SO IN CONSULTATION WITH THE OFFICERS." MOTION CARRIED.

The discussion concluded on the topic of a need for a study of the salary structure of ASCD employees in terms of competitiveness and consistency.

The Executive Council reconvened in open session at noon.

*Action Authorizing FY 1985 Budget for Transmittal to the Board of Directors in August (Agenda Item 14).* The following budget items have been increased as a result of Executive Council discussion: Program Development to $129,000, officers' institutional support to $19,000 (see next heading, Agenda Item 15, which was discussed out of sequence), and salaries to $866,000. Increases added $60,000 to the budget.

Mr. Cawelti requested authorization to transmit a budget with a total of $4,553,750 in income and $4,395,550 in expenses to the Board of Directors in August for approval. He also recommended that the contingency fund remain at $68,250 to cover office rental and other expenses associated with the acquisition of a new property for ASCD headquarters.

MR. ESTES MOVED AND MS. CONRAN SECONDED TO TRANSMIT THE ADJUSTED BUDGET. THE MOTION CARRIED.

*Action on Request for Use of the President's Discretionary Fund and the President's Fund for Institutional Support (Agenda Item 15).* The two funds are explained in detail on Attachment 10 and cover the three-year span of office of each president. President-Elect Hughes requested the council's approval to apply available funds to secretarial/clerical support, postage and telephone expense, spouse travel, and other reasonable expenses, and

MR. QUINBY MOVED AND MS. KNOLL SECONDED APPROVAL OF MS. HUGHES' USE OF THE PRESIDENT'S FUND. THE MOTION CARRIED.
The three officers requested use of the President's Fund for Institutional Support, which provides professional assistance to the officers' home institution while carrying out the duties of office, and

MR. QUINBY MOVED AND MS. KNOLL SECONDED APPROVAL OF INSTITUTIONAL SUPPORT THIS YEAR FOR THE OFFICERS IN THE FOLLOWING AMOUNTS: PRESIDENT - $7,000; PRESIDENT-ELECT - $6,000; IMMEDIATE PAST PRESIDENT - $6,000. THE MOTION CARRIED.

**Report on Progress of Newly Established Election Procedures (Agenda Item 16).** The Board of Directors acted in March to establish a 12-member Nominating Committee for both the National and Board Elections and Ms. Berreeth reported that applicable election forms had been rewritten to reflect the changes.

Ms. Berreeth also reported that the Board Election candidates for Executive Council number eight rather than the required nine because one candidate withdrew. A motion to accept the eight-candidate slate was defeated and Ms. Berreeth was directed to seek an additional candidate from the Nominating Committee. (The Nominating Committee was subsequently asked to select two additional persons on the sad occasion of the death of candidate Jim House early in July.)

Further discussion about current election procedures led to the following motion:


Ms. Hughes observed that the loss of more than one Executive Council member-at-large in any given year could be avoided by a simple extension of one term, and

MS. HUGHES MOVED AND MR. HUNKINS SECONDED A ONE-YEAR EXTENSION OF THE TERM OF OFFICE OF ONE OF THE TWO COUNCIL MEMBERS ELECTED IN THE NATIONAL ELECTION WHOSE TERM IS SCHEDULED TO END IN 1986. STRAWS WILL BE DRAWN TO SEE WHOSE TERM WILL BE EXTENDED. SUBSEQUENTLY, ONE CANDIDATE WILL BE ELECTED EACH YEAR TO ESTABLISH A ONE-YEAR ROTATION. MOTION CARRIED. (Note: Mr. Hanes' term was extended one year by this process.)

**Report on Policy Analysis Activity (Agenda Item 17).** Ms. Berreeth reported on policy analysis efforts to concentrate on issues directly
affecting curriculum and instruction at the local, state, and national levels. The current focus is merit pay and a task force met once to look at it from a framework of teacher incentives. A report will be ready in September.

New policy analysis efforts will be selected based on the results of a survey of council members and the legislative network. Mr. Kiser noted that citizenship-ethics might be a possible subject for analysis to follow up on the interest expressed earlier.

**Action on Recommendation to Set Reduced Fee for Retired ASCD Members (Agenda Item 18).** Mr. Cawelti asked for feedback on a suggestion to offer a reduced membership fee to retired members. The council requested a detailed proposal which would include a projected loss of revenue and specify a minimum age to be eligible.

**Action on Guidelines for ASCD Support of Networks (Agenda Item 19).** The ASCD network proposal (Attachment 11) was submitted to the Board of Directors in March for review and suggestions, and was brought to the Executive Council for action by Ms. Berreth.

> IT WAS MOVED AND SECONDED TO ACCEPT THE NETWORK PROPOSAL AND THE RECOMMENDATIONS CONTAINED THEREIN. MOTION CARRIED.

**Liaison Reports and Actions (Agenda Item 20).**

1. National Coalition Against Censorship. It was recommended that ASCD continue to support and participate in the activities of this group, and

   MS. KNOLL MOVED AND MS. CONRAN SECONDED CONTINUED MEMBERSHIP IN NCAC. MOTION CARRIED.

2. National Conference on Excellence. President Robinson represented ASCD at this conference in Houston and he addressed the issues of equity and government actions that have been unfavorable to minorities.

3. Association for the Study of Curriculum. Mr. Finkel recently attended a conference sponsored by the England-based Association for the Study of Curriculum. This group has expressed an interest in establishing a professional liaison in order to facilitate exchange of information and engage in other educational activities, and

   MR. HANES MOVED APPROVAL, CITING CONSTITUTIONAL PROVISION FOR ASSOCIATION WITH NON-AFFILIATED EDUCATIONAL GROUPS OUTSIDE THE UNITED STATES (ASCD Constitution and By-Laws, Article VIII, Section 2). MR. HUNKINS SECONDED AND THE MOTION CARRIED.
Mr. Cawelti was asked to convey this action to ASC.

4. National Council for Accreditation of Teacher Education (NCATE). O. L. Davis, Jr., represents ASCD in this group. He reported that NCATE is in the process of restructuring its program and is making positive progress. He encouraged continued support for this group as it engages in professional accreditation of programs for preparing the full range of educational professionals.

**MR. HUNKINS MOVED APPROVAL OF DUES IN THE AMOUNT OF $2,500, AND MR. SIGMON SECONDED. THE MOTION CARRIED.**

5. Foundation for Curriculum Development International Symposium. Mr. Cawelti met with a member of the Dutch Ministry recently and said that plans for the November 1985 symposium are progressing. A special session may be held at the 1985 Annual Conference on an international core curriculum, with invited papers from major Western European countries.

6. National Retirement Foundation Proposal for Master Curriculum Guide. A proposal has been submitted for a curriculum guide on concepts on aging and favorably received. A decision by the foundation's board should be made in July.

7. China Study Tour. President Robinson will represent ASCD on a July China Study Tour offered to ASCD members through the Kent State University Center for the Study of Socialist Education. A special attraction of this program will be seminars on Chinese education at Beijing (Peking) Normal University and Huazhong Normal University (Central China Teachers College) at Wuhan.

8. Lancaster-Lebanon (Pennsylvania) Study Council Contract. ASCD has for the past two years provided an Executive Council approved contractual program of educational activities to this group of superintendents and educational personnel. Authorization was requested to continue this arrangement for another year, and

**MR. SIGMON MOVED AND MR. HUNKINS SECONDED APPROVAL TO CONTINUE TO PROVIDE THIS SERVICE. THE MOTION CARRIED.**

9. Joint Committee on Standards for Educational Evaluation. Mr. Cawelti said that the standards are now available and that the President attends one meeting of this group per year. They publish information and are now seeking outside funding.

10. National Consortium on Teacher Education. ASCD has been asked to participate in this consortium sponsored by George Washington University in the District of Columbia. More information will be
available after it becomes active, and at that time a representa-
tive will be appointed.

Update on ASCD Five-Year Plan and Strategic Planning Session to
Accomplish the Update (Agenda Items 21 and 22). Mr. Cawelti
reviewed activities undertaken or accomplished during 1983-84 as
stipulated in the ASCD Five-Year Plan under the six major categories.
The purpose of this session was to determine what remains to be done
and to work toward an updated version of the plan. While several of
the elements had been dealt with, items not addressed thus far in-
cluded evaluation of the Leadership Foundation, the sabbatical plan,
study of member research needs, and strengthened public information
role. Mr. Cawelti then discussed the strategic planning process to
determine if the major goals in each area could be sharpened and
council members were asked to convey any ideas they had on this or
the elements of the 1984-85 strategies.

It was agreed that a report on 1983-84 would be prepared for October
detailing the followup on the various strategies, and that the plan
would be updated by showing (1) how the enabling strategies relate to
constitutional purposes, (2) plans or council actions needed to im-
plement new undertakings, (3) budgetary aspects, and (4) monitoring
procedures. It was also pointed out that many of the strategies are
continuing requirements and not one time events. It was agreed that
the followup document would be mailed in September prior to sending
out the agenda for the council meeting.

ASCD's leadership role in technology is an integral part of the five-
year plan and Mr. Rhodes submitted a strategy paper outlining an
overall approach to ASCD's use of technology. (This paper is not
enclosed with these minutes because of its length but is available to
the Board of Directors upon request through Lew Rhodes at ASCD.)
Several technological formats were discussed (electronic conferencing,
computers, videodiscs, television, videotapes, audiocassettes) and how
they could be utilized to the maximum benefit of ASCD staff and the
membership.

Mr. Rhodes also referred to a report by Tim Grady which outlined the
additional computer needs of the ASCD staff, and after some discus-
sion, in order to provide some comparison,

MR. QUINBY MOVED AND MS. CONRAN SECONDED THAT
FORMAL SPECIFICATIONS OUTLINING THE COMPUTER NEEDS
OF THE STAFF BE PREPARED IN THE FORM OF A REQUEST
FOR PROPOSAL AND SUBMITTED TO COMPUTER VENDORS.
THE MOTION CARRIED.

Mr. Rhodes' paper contained a number of recommendations, including
the use of electronic conferencing to provide a more immediate means
of information exchange and eliminate the need for face-to-face
meetings. Before implementing this system,

MS. CONRAN MOVED AND MR. HUNKINS SECONDED
SERIOUS EXPLORATION OF THE COST OF SUCH A
PROGRAM. THE MOTION CARRIED.
In the meantime, it was suggested that the three officers and the Executive Director serve as an audio and computer conferencing pilot group, and

MS. HUGHES MOVED THAT THE EXECUTIVE COUNCIL AUTHORIZE THAT THE NECESSARY EQUIPMENT IN THE PRICE RANGE DISCUSSED BE ACCESSED AT THE EARLIEST POSSIBLE TIME SO THAT THE OFFICERS AND EXECUTIVE DIRECTOR CAN BEGIN EVALUATING THIS AND HAVE SOME INFORMATION TO REPORT IN OCTOBER. MR. SIGMON SECONDED THE MOTION AND MOTION CARRIED.

Mr. Rhodes suggested time sharing on established systems to reduce costs and provide access to technical assistance, and

MS. CONRAN MOVED THAT AUDIO ELECTRONIC CONFERENCING BE IMPLEMENTED ON A SERVICE-ONLY BASIS. MR. SIGMON SECONDED THE MOTION AND THE MOTION CARRIED.

In addition, the council accepted a recommendation to purchase microcomputers as specified for use by the staff.

Set Future Executive Council Meeting Dates (Agenda Item 23).

October 11-14, 1984 - arrive Wednesday evening, October 10, and depart Sunday, October 14, at noon.

March 21, 1985 - all day
March 26, 1985 - 2:00-4:30 p.m.

June 19-23, 1985

ADDITIONAL AGENDA ITEMS:

Reconsideration of Boston Site in 1988. Mr. Finkel raised the question of continuing to plan for Boston as a conference site in 1988, saying he felt New York would draw more members. He discussed having the Board of Directors vote on this issue and

MOVED "TO ASK THE BOARD OF DIRECTORS TO RECONSIDER BOSTON IN 1988 AND CONSIDER NEW YORK INSTEAD."

Mr. Quinby said the matter should be considered when the full Executive Council is present and

MOVED TO TABLE THE MOTION. MR. KISER SECONDED THE MOTION AND MOTION CARRIED.

Suggestions for Reordering the Executive Council Agenda. It was agreed by consensus that the next agenda should place more important issues at the beginning of the Executive Council meeting. President Robinson said he would attempt to arrange the agenda in such a manner
after consultation with council members. Mr. Quinby suggested that the subcommittee structure should also be reconsidered in planning the agenda.

The meeting adjourned at noon on Sunday, June 24, 1985.
Proposal for Scholarly Journal

Based on recommendations of the Committee on Curriculum Theory and on discussions at recent meetings of the Executive Council, it is proposed that ASCD establish a scholarly journal for a three year trial period and that the first issue be mailed to all comprehensive members to attract subscribers.

A. **Statement of Purpose**

"Perspectives on Practice" seeks to provide a variety of theoretical and philosophical perspectives on current educational practice. Articles are expected to contribute to the scholarly literature on curriculum and to strengthen curriculum theory by thoroughly documenting their conceptual relationship to other published works.

B. **Responsibilities of Editor**

1. Chair meeting of the editorial board (summer 1984) to establish themes (if any), policies, desired focus, and so on.

2. Issue call for manuscripts.

3. Accept manuscripts, duplicate (if necessary), and distribute copies to editorial board members. Collect evaluations and supply copies to authors.

4. Select articles for publication based on ratings of the editorial board members.

5. Correspond with authors as necessary.

6. Make any desired editorial changes in manuscripts and secure authors' approval of changes.

7. Submit edited manuscripts to ASCD ready for typesetting.

8. Proofread one set of galley proofs and return to ASCD.

C. **Responsibilities of ASCD**

1. Publish call for papers in *Educational Leadership* and ASCD *Update*.

2. Promote subscriptions by means of flyers, ads in other publications, and so on.

3. Manage subscriptions and all phases of production (typesetting, dummy, proofing, printing, and mailing). (To insure communication, the Executive Editor of ASCD is to serve as an ex-officio member of the editorial board.)

(over...)
D. **Decision-making Authority of Various Groups**

**ASCD Executive Council:** appoint editor and members of editorial board, determine size of publication, subscription price, number of issues to be published per year, and amount of ASCD subsidy, if any.

**Editor and editorial board:** determine preferred length of manuscripts, themes and topics of articles, contents of each issue.

**ASCD editorial staff (in consultation with editor):**
determine design and technical specifications.

E. **Appointments**

**Editor:** annual appointment, no fixed term.

**Editorial board (six members):** annual appointment, no fixed term but may be reappointed for up to two additional years.

F. **Suggested schedule for publication of the first issue.**

- Manuscript review completed--April 1, 1985.
- Editing completed--June 1, 1985.
4.0 Affiliate Advisory Committee

4.1 The first report of the Affiliate Advisory Committee was made to the Associate Director in April, 1984. It contained thirteen recommendations. Several recommendations relating to the March and May Presidents' meetings have already been implemented. Of special interest to the Executive Council are these recommendations:

- "That support for regional drive-in meetings be continued, as these meetings are imperative to the success of individual affiliate units. Furthermore, the committee recommends that a three-year pilot project be established for the purpose of enhancing, conducting, and assessing such regional meetings. The funding for this pilot project needs to be sufficient to conduct more than one regional meeting per year. The regions would then report back to ASCD."

- "That the policy analysis project be continued."

- "That the Associate Director, ASCD, continue to explore, at the March and May leadership meetings, the feasibility, benefits, and ramifications of seed money grants for affiliates for the purpose of strengthening affiliate units."
## ASCD
### Annual Conference Financial Data

<table>
<thead>
<tr>
<th>Year</th>
<th>Site</th>
<th>Paid Attendance</th>
<th>Regist. Income</th>
<th>Booth Income</th>
<th>Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>New York City</td>
<td>4,210</td>
<td>$248,326</td>
<td>$105,162</td>
<td>$165,508</td>
<td>$187,980</td>
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<tr>
<td>1983</td>
<td>Houston</td>
<td>3,168</td>
<td>183,903</td>
<td>79,600</td>
<td>136,630</td>
<td>126,873</td>
</tr>
<tr>
<td>1982</td>
<td>Anaheim</td>
<td>3,043</td>
<td>151,693</td>
<td>86,150</td>
<td>132,409</td>
<td>105,434</td>
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<td>1981</td>
<td>St. Louis</td>
<td>3,294</td>
<td>155,277</td>
<td>104,496</td>
<td>137,020</td>
<td>122,753</td>
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<td>1980</td>
<td>Atlanta</td>
<td>4,506</td>
<td>169,923</td>
<td>115,550</td>
<td>160,202</td>
<td>125,271</td>
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<tr>
<td>1979</td>
<td>Detroit</td>
<td>3,952</td>
<td>138,615</td>
<td>103,675</td>
<td>122,776</td>
<td>119,514</td>
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<tr>
<td>1978</td>
<td>San Francisco</td>
<td>6,086</td>
<td>198,098</td>
<td>113,421</td>
<td>130,861</td>
<td>180,658</td>
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<tr>
<td>1977</td>
<td>Houston</td>
<td>4,744</td>
<td>119,673</td>
<td>88,175</td>
<td>105,165</td>
<td>102,683</td>
</tr>
<tr>
<td>1976</td>
<td>Miami Beach</td>
<td>5,453</td>
<td>145,121</td>
<td>92,678</td>
<td>113,136</td>
<td>124,663</td>
</tr>
<tr>
<td>1975</td>
<td>New Orleans</td>
<td>6,200</td>
<td>150,662</td>
<td>51,264*</td>
<td>63,951*</td>
<td>137,975</td>
</tr>
</tbody>
</table>

* Last year of exhibit show management contract where the majority of exhibit expenses was paid by the contractor and netted out against income.

Note: This analysis does not include any allocation of salaries, fringe benefits, and overhead. For the last three years, these costs have ranged from $120,000 to $130,000.
MEMO

TO: ASCD Executive Council
FROM: Ron Brandt and Elizabeth Lane
RE: Recommendations for handling of curriculum materials exhibited at the Annual Conference
DATE: Revised June 1984

An attractive feature of each ASCD Annual Conference is the exhibit of curriculum materials produced by school districts and other agencies. In recent years publishers of the Kraus Curriculum Development Library have asked for copies of these materials so they can include some of them in their microfiche collection. ASCD staff members have been reluctant to make the materials available to a single commercial publisher because such an arrangement raises important questions of favoritism, fairness to those who contributed the materials, and relationships with the local organizers of the exhibit. Nevertheless, they recognize that the existence of a compact, well-organized, readily accessible collection of curriculum materials can be very beneficial to curriculum leaders.

A committee of Executive Council members (Liz Lane and Francis Hunkins) met in New York City with Marion Sader, Editor in Chief of Kraus International Publications, to discuss the situation. Since that time, ASCD staff members (Sarah Arlington, John Bralove, and Ron Brandt) have also reviewed the situation. We make the following recommendations:

1. At the conclusion of the conference, one of the two copies of each item submitted will be released to Kraus International Publications to be evaluated for possible inclusion in the Curriculum Development Library. No item will be entered into the library without specific written permission from the originators. To avoid confusion, the annual announcement in ASCD Update will not mention Kraus Publications, since each originator will be contacted by Kraus individually if his or her materials are chosen for possible inclusion.

(over...)
2. Staff members of the institution responsible for receiving and cataloging materials for a particular display will be asked to set aside one copy of each item for Kraus International Publications. In return, Kraus International will provide a complete set of that year's microfiche collection (valued at $1500 or more) to the institution. Organizers of the exhibit will also be able to keep the second copy of each item, if they desire.

3. Kraus International Publications will pay the cost of shipping the materials from the point of collection to their offices. As in the past, Kraus editors will contact the originators of each item to request written permission to include their materials in the Library. Besides supplying a year's collection and index to the organizers of the local exhibit, Kraus will also provide a copy of each year's index (not usually sold separately) to ASCD.

4. ASCD staff members will explain these arrangements to prospective organizers of the local exhibit and ask their cooperation. If they need additional information, local organizers will be encouraged to contact representatives of Kraus Publications. However, the conditions of this agreement will be in effect only if accepted by the local organizers.

5. If specifically approved by the Executive Council, Kraus Publications will be directed to use the words "In cooperation with the Association for Supervision and Curriculum Development" on their brochures describing the Kraus Curriculum Development Library.
1984 ASCD REVIEW COUNCIL REPORT

The Review Council analyzed Purposes 6 & 7 during 1983 - 1984. Purpose 6 states that the Association shall encourage research, evaluation, and theory development in the areas of curriculum, supervision and instruction. Purpose 7 states that the Association shall strive for balance in the curriculum and maintain a perspective of the total educational program. The Review Council generated 15 recommendations from their survey of Purposes 6 & 7 and added two more.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>PLANNED ACTION</th>
</tr>
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<tbody>
<tr>
<td>1. Research-focused NCSI's</td>
<td>The majority of the 64 NCSI's scheduled for 1984 - 1985 are research based. The presenters are scholars in disciplines relating to curriculum, supervision and instruction.</td>
</tr>
<tr>
<td>2. Association presentations at Annual Conference</td>
<td>ASCD currently offers curriculum briefings at the Annual Conference presented by other associations and disciplines.</td>
</tr>
<tr>
<td>3. EL research issue</td>
<td>EL offers research-based articles in each issue that are balanced among curriculum, supervision and instruction concerns. Additionally, a Research Synthesis is presented in each issue.</td>
</tr>
<tr>
<td>4. Curriculum Update</td>
<td>Curriculum Updates do emphasize research within the space limitations of the newsletter format.</td>
</tr>
<tr>
<td>5. Foundations Research Awards</td>
<td>This recommendation will be conveyed to the Chair of the Foundation Trustees.</td>
</tr>
<tr>
<td>6. Increase number of dissertation awards</td>
<td>This recommendation will be transmitted to the Executive Council.</td>
</tr>
<tr>
<td>7. Recognize School district research efforts</td>
<td>Interested members could apply for ASCD network status if network proposal is implemented.</td>
</tr>
<tr>
<td>8. Support committees such as the Committee on Supervision</td>
<td>The network proposal would provide support for such groups.</td>
</tr>
<tr>
<td>9. Sponsor new schooling ideas</td>
<td>This recommendation will be conveyed to the Program Development Sub-Committee.</td>
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</tbody>
</table>

(over...
10. Report on teacher evaluation and career development

ASCD currently has a policy analysis task force examining merit pay. We have reported on teacher evaluation in EL and Update and plan a new Research Synthesis on teacher evaluation.

11. Support balanced curriculum with subject-matter associations

ASCD currently reports on curriculum trends by discipline in EL. We provide curriculum briefings at Annual Conference. The new Elementary Schools Network will include presentations by subject-matter associations.

12. Develop media on balanced curriculum

Within the last year a new filmstrip was developed on the Essentials of Education.

13. Monitor ASCD activities for balance

Program development and publication activities are reported annually by area (curriculum, supervision, instruction). Monitoring will be increased to include subject area reports.

14. Publicize exemplary local balanced curriculums

EL articles are published on exemplary local programs. Curriculum trends surveys are being conducted tri-annually by ASCD at the elementary, middle school and high school levels.

15. Appoint committee to develop position statement on curriculum balance.

This recommendation will be conveyed to the Program Development Sub-Committee.

16. Research session at Annual Conference

The current Distinguished Lectures at the Annual Conference is research based. The addition of research synthesis session will be recommended.

17. Sponsor meeting to develop an ASCD plan for improving American Education

This recommendation will be transmitted to the Executive Council.
## 1984 RESOLUTIONS

**Association for Supervision and Curriculum Development**

### 1. National Reports

ASCD welcomes the resurgence of public interest in education as manifested in the various national reports on education by commissions, task force reports, and studies, and by renewed discussion of educational policies by political and societal leaders. Further, ASCD calls for study and action by its membership not only on the recommendations of the highly publicized reports and discussions, but also on those reports that are less widely disseminated. ASCD urges its members to encourage widespread review and critical evaluation of such recommendations by school personnel in light of local needs and goals rather than to regard any one report or political viewpoint as a national consensus.

*Among the national reports are* A Nation at Risk (National Commission on Excellence in Education), Academic Preparation for College (Educational EQuality Project of the College Entrance Examination Board), Making the Grade (Task Force on Federal Elementary and Secondary Policy of the Twentieth Century Fund), Action for Excellence (Task Force on Education for Economic Growth of the Education Commission of the States), High School (Carnegie Foundation for the Advancement of Teaching), A Place Called School: Prospects for the Future (John Goodlad, Institute for the Development of Educational Activities), Horace’s Compromise: The Dilemma of the American School (Theodore Sizer’s study of high schools sponsored by the National Association of Secondary School Principals and the Commission of the National Association of Independent Schools), and Redefining General Education in the American High School (Project of the Association for Supervision and Curriculum Development).

### 2. A Balanced Curriculum

Excellence in education has become a national priority for the 1980s. Increasingly, political and educational leaders at all levels are calling attention to the need for improving the quality of our nation’s educational programs. Many proposals endorse increased requirements for graduation in a number of specific areas, including mathematics, science, English, and foreign languages.

Although ASCD believes that these program areas represent important learnings that are necessary for survival in a technological society, schools and school districts cannot neglect those areas of the curriculum encompassing the arts, music, vocational offerings, and extracurricular programs designed to meet the developmental needs of students. ASCD recognizes that all individuals have different educational needs and abilities, thus requiring the provision of differential programs in the schools. Further, ASCD endorses school goals that include the mastery of language, a core of common learnings, community and civic service, and preparation for work and further study.

Therefore, ASCD encourages all personnel in schools and school districts to work together to develop a balanced curriculum in grades K-12 that will meet the educational needs of all students, and urges its membership to call attention to the need for a broad range of purposes in American education.

### 3. The Basics

A limited interpretation of the basics in education threatens balanced school programs for educating students living in our complex society. ASCD recognizes that further development and emphases are needed in teaching skills of problem solving, reasoning, conceptualization, and analysis, which are among the neglected basics needed in tomorrow’s society.

Therefore, ASCD calls on schools and school districts to develop changes in curricular content and structure that will achieve such skills. ASCD urges its membership to call attention to the need for expansion of the concept of basics in education.

### 4. Salaries for Teachers

It has become increasingly apparent that the quality of education in America has been influenced directly by the level of compensation provided for teachers. Moreover, as long as teachers’ salaries remain significantly lower than those of other comparably trained professionals, it will continue to be difficult for schools to attract and retain competent teachers.

Unacceptably low salaries encourage teachers to seek supplemental income, to reduce the time devoted to professional activities, or to leave the profession. Achieving a level of financial compensation that will adequately recognize the services of present educational personnel and attract able and qualified people into the profession is essential and should precede any consideration of career ladders or merit pay plans.

### 5. Discipline

Currently, there is a resurgence in some quarters of a call for a return to “old fashioned” discipline in the schools. Recognizing the validity of constructive disciplinary practices, ASCD reaffirms its belief in developing approaches to discipline that are more likely to foster self-controlled individuals and a democratic citizenry.

Further, ASCD encourages greater cooperation among schools, parents, and community agencies in addressing school and societal problems that hinder effective school disciplinary procedures, the development of effective school environments, and desirable student attitudes and behaviors.

Therefore, ASCD calls on members to expand and improve preventive and inservice education programs regarding discipline and to initiate closer relationships with parents and community agencies concerning student behavior and parenting skills.

### 6. Legislative Action

Over the past few years, legislative groups at local, state, and national levels have assumed increased responsibility for designing the school’s curriculum. In some cases, these bodies are not sufficiently informed regarding the consequences of their decisions. Since such consequences of legislative actions are difficult to predict, problems may be created for the public schools. Further, many legislative acts are frequently unaccompanied by the necessary appropriations to carry out these mandates.

ASCD appreciates and welcomes legislators’ interest and support for the improvement of education. However, in order to ensure thorough investigation of the ramifications of legislative acts, ASCD urges legislative bodies to work more closely with educators in the development of local, state, and national educational policies and legislation.

Furthermore, ASCD supports and encourages educators and to assume a leadership
role in informing and working with the ASCD Legislative Network and legislative bodies as educational policies and legislation are developed.

7. Certification

All states require teachers to be certified to teach in public schools. Some states have proposed plans that could either bypass professional education programs or eliminate the need for certification. ASCD, as a professional organization in education, expresses deep concern about the tendency to circumvent certification laws and regulations to allow uncertified individuals to teach.

ASCD supports a strong academic background for all candidates for the teaching profession, extensive supervised internship programs, and appropriate professional courses in education, all of which help the teacher to provide quality educational programs for learners. Furthermore, ASCD will take appropriate actions to discontinue the bypassing or elimination of professional education programs or the circumvention of certification requirements.

8. Financial Support

Adequate financial support for public education is essential to the full development of individual Americans and to the national well-being. Yet American education has not been given high financial priority on the national agenda. Indeed, in recent years, education has experienced severe funding cuts in many programs. The implementation of many recommendations for the improvement of educational programs will require increases in financial support from federal sources as well as from state and local revenues.

Therefore, ASCD calls on appropriate governmental bodies to increase their investment in education, focusing on areas of critical financial need such as educational programs for students of low socioeconomic status and other students with special needs, scholarships to attract the brightest high school graduates to teaching, summer institutes for continuing professional development, student loans for education beyond high school, fellowship grants for teachers and administrators, incentive grants to colleges and universities to update training programs, and higher salaries for educators.

9. Prayer in Public Schools

The long-established tradition of separation of church and state guaranteed by the First Amendment has served the American people well.

Therefore, ASCD opposes proposals for legislation or constitutional amendment that authorize prescribed, mandated prayer or religious meditation programs in public schools and which could contribute to conflicts among people of good will who differ in their religious observances. Prayer and meditation are the responsibility of family and religious institutions.

10. National Study of Desegregation and Integration Implementation

It is now 30 years since the Brown v. Board of Education decision of the Supreme Court, which declared segregation in public education unconstitutional, termed segregation in public schools inherently unequal, and called on the nation to proceed toward desegregation with "all deliberate speed." ASCD commends the courageous leadership demonstrated by some educators and political leaders in moving toward this goal. Much remains to be accomplished in achieving desegregation and still more in achieving integration in American schools so that all students are fully acknowledged as fellow human beings.

Though the improvement of racial and ethnic relationships in American schools remains an urgent matter, many of the recent national reports on education's problems say little or nothing about new imperatives regarding desegregation and integration. Therefore, ASCD calls upon the Department of Education to commission a national study to:

a. report on the degree to which the Brown v. Board of Education decision has been carried out;

b. restate the unfinished agenda regarding this issue;

c. investigate the relationship of this issue to the present condition in American schools; and

d. relate the findings to the future of American education.

11. Equity

National reports calling for major reforms to improve the quality of our schools and achieve excellence have failed to address the issues of educational equity, including race, culture, economics, and sex.

ASCD firmly believes that equity is necessary for excellence, and equity policies and programs must be a part of the reforms and ongoing agenda for our schools.

## 1984 ASCD RESOLUTIONS

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<td>• Distribution of resolution to appropriate associations</td>
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<td>9. Prayer in Public Schools</td>
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<td>• Submission of testimony upon new proposed legislation</td>
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<tr>
<td>10. National Study of Desegregation/Integration</td>
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<td>• Transmit resolution to Civil Rights Commission</td>
<td>article in AA each month featuring one resolution</td>
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<td>11. Equity</td>
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MEMBERS SHARED RESPONSIBILITY FOR ACTING ON EACH RESOLUTION
PROGRAM DEVELOPMENT REPORT

Jean Hall, Associate Director
for Program Development

Projects, 1983-84

ASCD has a long history of using groups to work on the educational issues of concern to the members of the Association. Projects which were funded this year were in response to recommendations generated by the Board of Directors and to resolutions adopted by the Association. They represent ASCD's commitment to the importance of ideas and people. Eleven projects were funded for 1983-84, a total of $75,000 by the Executive Council in their June and October, 1983, meetings:

A. Curriculum Trends Survey
   Elementary .................................. Budget: $3,000

Progress to Date: The first in a planned series of surveys for the ASCD longitudinal study of elementary curriculum is nearing completion. The following sequence of events has taken place to date:

   November 1982 - steering committee met to discuss the framework of the questionnaire content.
   1983 - questionnaire was developed, tested and printed.
   January 1984 - survey was sent to a sample of 4000 elementary principals.
   February 1984 - second mailing was sent to non-respondents.
   April 1984 - 1400 returns were sent to be key punched.

   Data has just been returned; report is anticipated to be ready this summer.

B. Effective Supervisors ....................... Budget: $10,000

Progress to Date: This committee has decided to use their budget to sponsor useful research/action projects in the area of supervision. Requests for proposals on District Level Supervisory Effectiveness were distributed at the Annual Conferences of the Councils of Professors of Instructional Supervision, Association of Supervision and Curriculum Development (General Assembly lead by The Effective Supervisors Project and a doctoral seminar lead by the chairperson), and the American Educational Research Association's Special Interest Group on Supervision. Proposals were accepted until May 15, 1984 and then sent out for blind review to Arthur Blumberg (Syracuse University), Edward Pajak (University of Georgia), and Judy Minnehan (Oldham County Schools, Kentucky). Notification of recipients will be made by June 15. A budget of $3,000 will be used to fund approximately ten studies. Recipients will be awarded half of their funds upon acceptance and the other half upon submitting a final report on the results of their studies to the Effective Supervisor Project Committee.
Besides the grant program, committee members are conducting their own studies. Approximately $1600 will be used for four studies at the University of Georgia, $700 for one study at Lehigh University and $500 for a study at Syracuse University. The focus of all of these studies is assessing the effectiveness of district level supervisory systems. Next year a project on analyzing John Goodlad's Study of Schooling in terms of district level supervision is planned for the 1984-85 year. John Goodlad and Ken Sirotnik (Research Director of the Study of Schooling) have agreed to make tapes, codebooks, and expertise available to our committee for the analysis.

C. Policy Analysis .................. Budget: $12,000

Progress to Date: The Retention Policy Analysis Task Force has completed work on its report which will be available on request by June 1, 1984.


D. Increasing Student Achievement in Urban Schools Project ............ Budget: $ 7,500

Progress to Date: No action has taken place in this project.

E. Supervision and Leader Behavior Training .................. Budget: $12,000

Progress to Date: The Task Force has met three times and has focused on leadership for instructional improvement, delivery systems for leadership training, and target audiences for supervision and leadership training. Functioning within the larger committee is a sub-committee which has developed plans for the use of interactive electronic media for leadership training. The committee will meet again in early June.

F. Commission on Instructional Supervision .................. Budget: $ 1,000

Progress to Date: The Commission met in full session in New York City at the ASCD Annual Conference. Members broke into eight regional subcommittees and agreed to exchange their work through a network procedure. Members requested another two day meeting which was held in May in Chicago and have voluntarily agreed to meet in the fall to plan their activities for their meeting at the Annual Conference, 1985. Members have requested a full two day meeting for the 1985 Annual Conference.

G. Redefining General Education in the American High School .......... Budget: $ 2,500

Progress to Date: Dr. Art Roberts of the University of Connecticut visited all schools in the fall of 1983 and will prepare, in collaboration with Gordon Cawelti, a booklet scheduled for publication in the summer, 1984.

H. High Schools for the Future .................. Budget: $10,000

Progress to Date: The selection committee identified 23 high schools for participation in the network from a total of some 90 applications. A broad
range of high schools were chosen and they sent 3 or 4 person teams to the first meeting in Alexandria in February. They were introduced to some elements of strategic planning and the group identified three strands that will be their focus over the next two years: the core curriculum, improved teaching strategies with emphasis on thinking skills, and use of technology in the schools.

The next meeting will be in Vail in July where the primary emphasis will be on strategic planning sessions in which school representatives will spend considerable time discussing the various phases that are involved in such long range planning. A start was made in identifying responsibilities among network representatives for various network activities. Several of the schools have already shown that their experience in futures planning will be a valuable resource to the other members of the network.

The group also selected Stuart, Florida, for their winter meeting which will be held on February 13-16, 1985.

I. Elementary Network Planning .................................. Budget: $5,000

Progress to Date: The committee will meet in August, 1984 to examine all elementary school applications and to select network schools. The first meeting of the Elementary Network Schools will be scheduled for October, 1984.

J. Equal Access to Microcomputers ............................... Budget: $2,000

Progress to Date: The "Equal Access to Microcomputers" Committee has produced a position paper which reflects what they believe to be the attitude of ASCD on this topic.

K. Teaching Thinking Skills ...................................... Budget: $10,000

Progress to Date: About 60 people, including six ASCD staff members and three Executive Council members (Phil Robinson, Carolyn Hughes, and Pete Quinby), met May 17-19 at Wingspread Conference Center in Racine, Wisconsin, to advise ASCD on ways to contribute to the teaching of thinking in schools. Participants had read seven papers written for the conference (and for possible publication in Educational Leadership) by authorities who also attended the conference as resource persons.

Members of the planning committee met at the conclusion of the conference with officers and staff to develop a procedure for considering suggestions written by conference participants. We hope to complete the process of reviewing these suggestions in time to present the committee's recommendations for future ASCD activities in this area at the council meeting in June.
National Curriculum Study Institutes  
March 1984 - May 1984

The 1984 NCSI series of institutes is designed to provide resources for improving educational practice, research, technology, and instructional materials. Some institutes present information at an awareness level, some analyze issues, and some provide training. All institutes provide opportunities for participants to consider important educational topics.

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*Evaluations are based on a rating scale of 1 (low) to 5 (high).
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<td>44. Outcome-Based Instructional Systems</td>
<td>March 28-29</td>
<td>Philadelphia</td>
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<td>45. Science Curriculum</td>
<td>April 16-17</td>
<td>Alexandria</td>
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<td>46. Effective Teaching</td>
<td>April 25-26</td>
<td>Albuquerque</td>
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<td>47. Approaches to School Improvement</td>
<td>April 29-30</td>
<td>Pittsburgh</td>
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<td>48. Effective Principals</td>
<td>May 9-10</td>
<td>Kansas City</td>
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<td>49. Teacher Motivation</td>
<td>May 16-17</td>
<td>Denver</td>
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<td>50. Improving High Schools</td>
<td>May 23-24</td>
<td>Las Vegas</td>
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<td>51. Effective Teaching</td>
<td>May 30-31</td>
<td>Nashville</td>
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<td>52. Essentials of Teaching</td>
<td>June 6-7</td>
<td>Indianapolis</td>
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<td>53. Education Technology</td>
<td>June 10-11</td>
<td>Detroit</td>
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<td>54. Quality Circles</td>
<td>June 20-21</td>
<td>Williamsburg</td>
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<td>55. Testing/Assessment</td>
<td>June 24-25</td>
<td>Princeton</td>
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<td>56. Teacher Expectations/Student Achievement</td>
<td>June 26-28</td>
<td>Atlantic City</td>
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<td>57. Student Motivation</td>
<td>June 26-28</td>
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<td>58. Middle Schools</td>
<td>June 26-28</td>
<td>Atlantic City</td>
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<td>59. Planning for Curriculum Development in Schools</td>
<td>June 26-28</td>
<td>Atlantic City</td>
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<td>60. Futures Planning for Schools</td>
<td>June 26-28</td>
<td>Atlantic City</td>
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<td>61. Teaching Thinking Skills</td>
<td>June 26-28</td>
<td>Atlantic City</td>
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<td>62. Curriculum Design for Gifted and Talented Students</td>
<td>June 26-28</td>
<td>Atlantic City</td>
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<td>63. Group Process and the Management of Change</td>
<td>June 26-28</td>
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<td>64. Learning Styles and Teaching Strategies</td>
<td>June 27-28</td>
<td>Boston</td>
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<td>65. Supervising the Marginal Teacher</td>
<td>July 1-2</td>
<td>San Francisco</td>
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<td>66. Effective Leadership</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>67. Planning for Technology Use in Schools</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>68. Student Motivation</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>69. Curriculum Evaluation</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>70. Planning for Staff Development</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>71. Career Ladders/Merit Pay</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>72. Essentials of Teaching</td>
<td>July 10-12</td>
<td>Vail</td>
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<td>73. Instructional Strategies in the Teaching of Science</td>
<td>July 16-19</td>
<td>Boulder</td>
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<td>74. Managing the Classroom: Discipline and Motivation</td>
<td>July 25-26</td>
<td>Salt Lake City</td>
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<td>75. Instructional Strategies for Teaching Mathematics</td>
<td>July 29-August 1</td>
<td>Ann Arbor</td>
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<td>76. Delivering Instruction in Social Studies</td>
<td>August 5-8</td>
<td>San Diego</td>
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<td>77. Approaches to Teaching Thinking</td>
<td>August 6-9</td>
<td>Alexandria</td>
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<td>78. Humanities in the Secondary Schools</td>
<td>August 6-9</td>
<td>Williamsburg</td>
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<td>79. Learning Styles and Teaching Strategies</td>
<td>August 20-24</td>
<td>Vancouver</td>
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<tr>
<td>80. Building Public/Private Collaboratives</td>
<td>December 6-7</td>
<td>San Francisco</td>
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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.
H. ASCD NETWORKS

Goals: To encourage the development of networks within ASCD that meet current member needs and are compatible with our purposes.

Rationale: ASCD is in a period of rapid expansion at both the national and affiliate level. This growth has brought problems as well as opportunities. Some long-time members miss the intimacy that once characterized ASCD. New members lack a sense of identification with the organization and its purposes. Consequently, they return fewer of their talents to ASCD.

Many educators join ASCD to enhance their own growth through access to information related to their professional concerns. This information need has been well met by ASCD through its publications and meetings. However, the need for information is magnified today because "old answers" don't seem appropriate to the new demands facing the schools. Much of the information needed by professionals is not yet available through scholarly research and analysis. Rather, it is found in the current experience of other practitioners.

The lack of intimacy and identification coupled with the need for information mirror wider societal conditions. As change and complexity become more prevalent in our lives, we increasingly seek the anchor of specificity. Small, specialized organizations based on common interests abound, often corresponding to new regional boundaries. These new organizations provide a sense of identity and shared purpose, a give and take of information based on common concerns.

How can ASCD best respond to our members' needs in a complex society while working toward our purposes? One approach is networks. Networks are concern-centered, flexible, open-minded linkages among people. While they exist in diverse forms and for diverse purposes most effective educational networks share these characteristics:

- a shared commitment
- a feeling of shared purpose and commitment to the group
- openness in sharing and discretion in using information
- a combination of professional and personal support
- voluntary participation and equal treatment
- one or more members functioning as effective facilitators

Networks are often short-term and are flexible and fluid. They form or dissipate dependent on participants' needs. They have a spirit of reciprocal altruism, a belief that giving now will result in receiving later.

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These characteristics reflect ASCD as an organization. We have a history of shared purpose, openness, commitment and altruism. In fact, ASCD members have a history of forming networks such as the Commission on Curriculum. Attendance at Annual Conference is increased when members have a special meeting to attend such as the Commission. This match of network and ASCD characteristics makes networks a good candidate to meet the needs of long-term new members and the organization.

Proposal: Since networks are a flexible, low-cost response to our needs, it is recommended that support be provided for networks within ASCD. Such networks could be initiated by any group of members sharing a common concern or idea that falls within our purposes. Networks would be most likely to form at Annual Conferences but could develop in other ways.

It is anticipated that networks would begin informally without start-up costs. Most successful networks are spontaneous and do not incur costs until they move through an initial stage of planning and information sharing. When appropriate, networks meeting ASCD criteria could apply by proposal for reimbursement of $1,000 annually to partially meet costs. The purpose of this financial support would be to meet current member needs, not to institutionalize any group. Some networks would probably dissipate over time as needs were met.

Network proposals would be reviewed and evaluated by a Network Planning Committee. In addition to selecting proposals for funding, the Committee would review trends in curriculum, supervision and instruction to plan development of future networks.

Funding Amount: $8,000 to support a Network Planning Committee and three to four networks at up to $1,000 each.

Criteria for Funding:

1. A group of fifteen or more ASCD members.
2. Open membership to additional ASCD members without role restrictions.
3. Submission of a one-page proposal specifying proposed purposes, activities, and budget.
4. Submission of an annual report to the Association.
5. Willingness to provide ASCD with network ideas, expertise and products.

Activities Eligible for Funding:

1. Meeting space at ASCD events.
2. Notices of ASCD publications.
3. Mailings.
5. Speakers.
7. Other activities as designated by the Network Planning Committee.