EXECUTIVE COUNCIL MEETING

Minutes

March 8 and 13, 1984

New York Hilton
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>President's Greeting</td>
<td>1</td>
</tr>
<tr>
<td>Review Council Report Received</td>
<td>1</td>
</tr>
<tr>
<td>October Minutes Approved</td>
<td>1</td>
</tr>
<tr>
<td>Conference Overview</td>
<td>2</td>
</tr>
<tr>
<td>Conference Program Production Schedule</td>
<td>2</td>
</tr>
<tr>
<td>Executive Council Role at Board of Directors Meeting</td>
<td>2</td>
</tr>
<tr>
<td>Auditor's Report Reviewed</td>
<td>2</td>
</tr>
<tr>
<td>Executive Council Budget Subcommittee Report</td>
<td>2</td>
</tr>
<tr>
<td>1983-84 Budget</td>
<td>3</td>
</tr>
<tr>
<td>1984-85 Preliminary Budget</td>
<td>3</td>
</tr>
<tr>
<td>Auditors Approved</td>
<td>4</td>
</tr>
<tr>
<td>Executive Session</td>
<td>4</td>
</tr>
<tr>
<td>1983 Resolutions Followup Report</td>
<td>5</td>
</tr>
<tr>
<td>Resolutions Committee Chair and Appointments Named</td>
<td>5</td>
</tr>
<tr>
<td>Gifted and Talented Programs</td>
<td>5</td>
</tr>
<tr>
<td>Publications Program Report</td>
<td>5</td>
</tr>
<tr>
<td>• 1985 Yearbook</td>
<td>5</td>
</tr>
<tr>
<td>• Videotapes</td>
<td>6</td>
</tr>
<tr>
<td>• Scholarly Journal</td>
<td>6</td>
</tr>
<tr>
<td>Affiliate Unit Activity Report</td>
<td>7</td>
</tr>
<tr>
<td>• United Kingdom Request to Affiliate</td>
<td>7</td>
</tr>
<tr>
<td>• British Columbia Request to Affiliate</td>
<td>8</td>
</tr>
<tr>
<td>• Affiliate Request for Exception to Term Requirement</td>
<td>8</td>
</tr>
<tr>
<td>• Affiliate Advisory Committee Member Replaced</td>
<td>8</td>
</tr>
<tr>
<td>• Department of Defense Dependents Schools Mediterranean Region Activity</td>
<td>9</td>
</tr>
<tr>
<td>• Pacific Rim Drive-in Conference Report</td>
<td>9</td>
</tr>
<tr>
<td>Program Development Activity Report</td>
<td>10</td>
</tr>
<tr>
<td>• June 1983-January 1984 NCSF Program</td>
<td>10</td>
</tr>
<tr>
<td>Curriculum Guide Materials</td>
<td>11</td>
</tr>
<tr>
<td>ASCD Doctoral Dissertation Awards.</td>
<td>11</td>
</tr>
<tr>
<td>ASCD Leadership Foundation</td>
<td>11</td>
</tr>
<tr>
<td>ASCD Policy Analysis Activity</td>
<td>12</td>
</tr>
<tr>
<td>Governance Committee Report</td>
<td>12</td>
</tr>
</tbody>
</table>
# Table of Contents

Page Two

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASCD Networks</td>
<td>13</td>
</tr>
<tr>
<td>Liaison Reports</td>
<td>13</td>
</tr>
<tr>
<td>March 8 Meeting Adjourned</td>
<td>14</td>
</tr>
<tr>
<td>March 13 Post-Conference Meeting</td>
<td>14</td>
</tr>
<tr>
<td>June 1984 Executive Council Meeting Dates Confirmed</td>
<td>14</td>
</tr>
<tr>
<td>1985 Chicago Annual Conference Previewed</td>
<td>14</td>
</tr>
<tr>
<td>Regional Training Seminars for Affiliates</td>
<td>15</td>
</tr>
<tr>
<td>Executive Council Agenda and Meeting Procedures</td>
<td>15</td>
</tr>
<tr>
<td>Action on Publications</td>
<td>15</td>
</tr>
<tr>
<td>Executive Council Questions or Concerns</td>
<td>16</td>
</tr>
<tr>
<td>&quot;The Year of the Teacher&quot; Discussed</td>
<td>16</td>
</tr>
<tr>
<td>Meeting Adjourned</td>
<td>17</td>
</tr>
</tbody>
</table>
THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MEETING

March 8 and 13, 1984

New York Hilton

Minutes

The Executive Council meeting was called to order by President Lawrence Finkel at 9:00 a.m. on Thursday, March 8, 1984, with the following council members present:

Lawrence Finkel, President (NY); Phil C. Robinson, President-Elect (MI); O. L. Davis, Jr., Immediate Past President (TX); Carolyn Hughes (OH), the incumbent President-Elect; Arthur Costa (CA); Sidney Estes (GA); Robert Hanes (NC); Francis Hunkins (WA); Luther Kiser (IA); Marcia Knoll (NY); Elizabeth Lane (TN); Nelson (Pete) Quinby (CT); Stuart Rankin (MI); and Bob Sigmon (VA).

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

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 Elizabeth Randolph, Review Council chair.

Review Council Report Received. Elizabeth Randolph (NC), chair of the Review Council, was introduced. Ms. Randolph said that Review Council members Barbara Day (NC), Gerald Firth (GA), James House (MI), and Charles Kingston (OR), had worked very hard over the past year to prepare and bring the current report to the Executive Council and Board of Directors. Ms. Randolph requested that the Review Council report be received by the Executive Council and transmitted to the Board of Directors for review. President Finkel accepted the report and asked that Ms. Randolph convey the appreciation of the Executive Council to Review Council members for their hard work throughout the past year.

October Minutes Approved

Mr. Quinby MOVED and Mr. Hunkins SECONDED approval of the October minutes of the Executive Council meeting. MOTION CARRIED.
Conference Overview. President Finkel introduced Marcia Knoll, Conference Planning Committee chair, who welcomed the Executive Council to New York and the 1985 ASCD Annual Conference. She reviewed conference activities in detail and said that several hundred commuting participants are expected, in addition to heavy pre- and on-site registration.

Conference Program Production Schedule. The group discussed the late production and availability of the conference program. Mr. Cawelti explained that the staff was somewhat hampered by hotel-initiated changes in or unassigned meeting rooms, as well as delayed responses by presenters to requests for information. He said that the staff had already discussed the difficulties with the 1984 conference program and that the 1985 program schedule would be carefully monitored with advance mailing to the Executive Council and Board of Directors. (NOTE: In order to avoid delays in the future, the schedule for program proposal submission and approval has been restructured to provide for a meeting of the Conference Planning Committee within two weeks of the conclusion of the current conference. Program recruiting will commence immediately following that first meeting and the new deadline for accepting program proposals is June 1.)

Executive Council Role at Board of Directors Meeting. President Finkel requested council members to sit at various locations throughout the meeting of the Board of Directors in order to facilitate discussion, answer questions, and generally be as helpful as possible to board members throughout the meeting.

Auditor's Report Reviewed. Mr. Cawelti referred the council to the auditor's report and budget for the year ending August 31, 1983 (beginning on page 4 of the Annual Report), and said that the financial statements were prepared using for the first time the accrual method of accounting which recognizes income when earned and expenses when incurred. As a result, certain retroactive adjustments had to be made, resulting in a cumulative deficit rather than the surplus that would have been recorded prior to the change in accounting procedures.

The budget for the fiscal year ending August 31, 1983, reflects an increase in revenues in excess of $200,000 for membership, publications, NCSIs, and other income-producing activity. Mr. Cawelti reported a membership growth from approximately 37,000 to 47,000+ currently on file, said publications sales continue to rise, and that NCSIs remain well-attended. The auditor's report on the 1983 budget was reviewed and briefly discussed.

Executive Council Budget Subcommittee Report. Mr. Rankin chaired the Executive Council Budget Subcommittee and served with Mr. Hanes and Mr. Estes to review with the business manager the budget now underway (1983-84), as well as the first draft of the budget for the forthcoming year (1984-85). Following this review, a second draft was prepared for submission to the Executive Council
for discussion at this meeting before transmittal to the Board of Directors for approval.

Mr. Rankin said the 1983-84 and projected 1984-85 budgets have been examined with careful attention given to the proposed budget in terms of what is shown and what is expected. He reported that additional funds for program development have been requested, overages in several categories which exceed 10% reviewed, accumulation of additional reserve funds recommended, and then expressed continued concern for the rising costs of employee medical benefits. Mr. Rankin said these employee benefits (medical, disability, life insurance, retirement, Social Security taxes, sick leave and vacation leave) amount to 45% of the monies budgeted for employee expense, that this is being studied, and that the subcommittee is not ready to make a recommendation. In addition, the possibility of putting a lid on salary categories and/or bracketing salaries according to position was considered unwise because inflation affects each salary level and is an unknown variable.

Mr. Bralove was asked to review the line items in which expenses over budget occurred and following clarification and brief discussion,

Mr. Rankin MOVED and Mr. Hunkins SECONDED approval of expenditures in excess of 10% over approved 1983-84 budget. MOTION CARRIED.

Mr. Rankin said the subcommittee felt that the forecasts for the forthcoming 1984-85 budget are sound and consistent with projected growth and the five-year long range program plan. President Finkel thanked the Budget Subcommittee members for their careful examination of both budgets and

Mr. Davis MOVED and Mr. Robinson SECONDED receipt of the verbal report of the Executive Council Budget Subcommittee for transmission to the Board of Directors. MOTION CARRIED.

1983-84 Budget. Mr. Cawelti said that the business manager is projecting an estimated $100,000+ of income over expenses for the 1983-84 budget. He then referred the group to pages 14-20 of the Annual Report for the specific details of the current budget and said ASCD is continuing to have a superb year in terms of membership, publications sales, and NCSI and program development activity.

1984-85 Preliminary Budget. Mr. Cawelti directed his remarks to the budget for the period beginning September 1, 1984, through August 31, 1985. He said the projected $4,000,000 budget is based on maintaining the current level of membership with an aggressive marketing program, continued success and high sales of publications and no increase in staff (with the exception of possible part-time
staff who would not receive fringe benefits). Cost containment remains a primary effort and the business manager will be researching alternative, less expensive forms of employee hospitalization.

Mr. Cavelti said that two immediate goals are (1) to work toward increasing the cash reserve from the current $300,000 to a minimum of 25% of the annual budget, and (2) to seek Executive Council approval to negotiate for rental of an additional 2,300 square feet of space in a facility adjacent to the headquarters building. It was pointed out that the considerable membership growth and the need to respond to the high volume of publications sales on a daily basis have contributed to the need for space. Mr. Cavelti was urged to consider long-term space needs and to keep the council informed of possibilities for expansion in the future.

After discussion of the projected budget and related items,

Mr. Rankin MOVED and Mr. Davis SECONDED approval of a reserve fund to which a minimum of $150,000 would be added annually until a minimum of 25% of the annual budget is available. MOTION CARRIED;

Mr. Rankin MOVED and Mr. Quinby SECONDED authorization to transmit the first draft of the 1984-85 budget to the Board of Directors for review. MOTION CARRIED;

Mr. Hanes MOVED and Mr. Kiser SECONDED authorization for Mr. Cavelti to actively pursue the lease of space adjacent to the headquarters building. MOTION CARRIED.

Auditors Approved.

Mr. Rankin MOVED and Mr. Davis SECONDED authorization to continue with the services of auditors Ribis & Associates for the 1984-85 budget. MOTION CARRIED.

Executive Session. The staff was excused and the Executive Council convened in closed session at 10:00 a.m. to consider several personnel matters, and subsequently

It was MOVED and SECONDED to employ Jean Hall as Associate Director for Program Development for a three-year contractual period. MOTION CARRIED.

It was MOVED and SECONDED to employ Lewis Rhodes as Assistant Director for Technology. MOTION CARRIED.
In addition to these matters, the council also discussed an employee who was terminated for incompetence. Mr. Cawelti described the process followed and the reasons for the action. Questions about due process and documentation of incompetence were raised and Mr. Cawelti reported that there was sufficient documentation of the behavior involved.

The Executive Session was adjourned and the Executive Council reconvened in open session at 10:30 a.m.

1983 Resolutions Followup Report. Ms. Berreth referred the council to Attachment A (mailed prior to the meeting) for a review of actions taken in response to the 1983 resolutions passed by the Board of Directors. There was no discussion and

Mr. Sigmon MOVED and Mr. Kiser SECONDED acceptance of the 1983 Resolutions Followup Report. MOTION CARRIED.

Resolutions Committee Chair and Appointments Named. President Finkel reiterated the importance of the Resolutions Committee and the role played by its members. He conferred with President-Elect Robinson and named the following three persons to serve as chair and replacements for the two committee members whose terms have expired:

William Van Til (IN), Chair
Helen McIntyre (WA)
Robert Munnely (MA)

Mr. Van Til's availability was questioned and Mr. Finkel suggested Duane Mattheis (NC) as an alternate. (NOTE: Mr. Van Til did subsequently decline to serve.)

Mr. Robinson MOVED and Mr. Hunkins SECONDED approval of the Resolutions Committee chair, alternate, and appointees. MOTION CARRIED.

Gifted and Talented Programs. Ms. Berreth referred to Attachment C (mailed prior to the meeting) and said that the Resolutions Committee expressed an interest in a more definitive response to a 1976 resolution than provided by a previously appointed task force. In response, President Finkel directed that this matter be referred to the Executive Council Program Development Subcommittee for consideration and possible action.

Publications Program Report. Mr. Brandt reviewed the information in the section on publications on pages 23-27 of the Annual Report. He said he would bring recommendations for approval of particular publications to the Tuesday council meeting following the Publications Committee meeting to be held on Sunday, March 11.

1985 Yearbook. Mr. Brandt said he continued to be concerned about the 1985 yearbook on intellectual development because he had seen
only a few draft manuscripts and felt some of them were inappro-
riate. He said he hoped any problems would be resolved in a
meeting to be held at the conference called by editor Frances Link
with prospective authors, including Jerome Bruner and Harry Passow.

Videotapes. Mr. Brandt introduced Lew Rhodes, ASCD's new
Assistant Director for Technology, who is now in charge of videotape
production. Mr. Brandt and Mr. Rhodes are conducting a review of
procedures and possible topics for new videotapes and will present a
plan for council approval at the June meeting.

Scholarly Journal. Mr. Brandt reminded council members of an
erlier plan to publish a single pilot issue of a new refereed
journal, "Perspectives on Practice." He said it had not been pub-
lished for several reasons. Other publishers advised that a single
issue would probably not attract enough subscribers to make the
publication self-supporting. He asked the council to authorize:

(1) preparation of a single trial issue;

(2) publication for a trial period covering three or four issues a
year for two or three years, with a subsidy to cover the ex-
pected deficit during this introductory period;

(3) forming a curriculum network to sponsor the publication; or

(4) cancelling the project.

Several issues were raised in the ensuing discussion, including
1) relationship of the proposed journal to a possible ASCD-sponsored
network, 2) size of the audience that would be interested (or should
be interested) in more scholarly material on curriculum, 3) relation-
ship of the content of the journal to the contents of Educational
Leadership, 4) the need for a fully refereed publication, and 5) an-
additional staff time required to publish another periodical.

Mr. Davis MOVED that a scholarly journal be approved
in principle for a three-year period and that the
anticipated first year costs beyond expected sub-
scription revenue be incorporated in the budget for
council approval in June. He accepted a friendly
amendment that a detailed plan for development of
the journal be presented with the budget at the June
meeting. The MOTION and AMENDMENT were SECONDED and
CARRIED.

Mr. Cawelti suggested that the budgeted amount be large enough so
that all members could receive the first copy in order to test the
market. Mr. Costa added that there should be an on-going study to
see whether publication of a journal for a limited audience was con-
tributing to dividing the association.
Affiliate Unit Activity Report. Ms. Berreth reviewed the Affiliate Unit Activity Report found on Annual Report pages 38-46 detail. She said the 16,000 affiliate membership reflected a 10% growth, with several affiliates doubling membership (District of Columbia, Minnesota, Missouri, Utah, Virginia, and Washington) and two quadrupling (Arkansas and New Hampshire). Ms. Berreth said she was pleased with affiliate initiative and leadership, citing Maine's effort to provide conference followup and Washington's practitioner workshops.

Mr. Estes asked what proportion of affiliate members are currently national members and Ms. Berreth said she is attempting to obtain this information from the affiliates. Discussion followed with regard to affiliate attitude towards national membership. Ms. Berreth said the affiliates are supportive of national membership, that many are more inclined to be members of national than an affiliate, that ASCD generally encourages dual membership, and that there are approximately 16,000 affiliate members compared with approximately 48,000 national members. Mr. Estes questioned whether the two types of membership might provide role conflict but Ms. Berreth pointed out affiliate policies and practices which clearly define the relationship to one another. She said they share common purposes and interact at different levels to the benefit of each other, and that national can provide the affiliates with services such as the Affiliate Advisory Committee, assistance with affiliate conferences, marketing, etc.

President Finkel observed that ASCD national wants to strengthen and work with the affiliates and felt this would help the organization as a whole. Mr. Estes expressed concern about the time demands made to hold all the necessary meetings to make the affiliates and national a cohesive organization. Mr. Kiser said such meetings were helpful in order to determine affiliate needs at state level.

United Kingdom Request to Affiliate. Mr. Cawelti reviewed the events leading up to this request to affiliate: Department of Defense Dependents Schools workshop in May, 1983; a gathering of people interested in possible affiliation following the workshop; election of officers; submission of a constitution to national for review by the Executive Council and the Board of Directors.

Discussion followed and it was requested that the intent of the constitution with regard to the role of non-Americans in the affiliate be clarified. It was unclear whether or not they would be permitted to hold office and it was felt that all members should be eligible to do so.

Mr. Kiser MOVED to transmit the United Kingdom request to affiliate to the Board of Directors with the recommendations of the Executive Council to delete the provision which required election of officers from the "Anglo/American community."

The MOTION was SECONDED. MOTION CARRIED.
British Columbia Request to Affiliate. Mr. Cawelti reported that he had met recently with a Vancouver-based British Columbia group which had approached him about possible ASCD affiliation. He said these people are primarily supervisors and he had made every effort to assure that a new affiliate would not infringe on the interests of the Canadian learned societies. The only comparable organization is the Canadian Association for Curriculum Studies, a national organization with a membership of approximately 200. Dr. Cawelti said he had also consulted a colleague in the Ministry of Education and a number of British Columbia educators to verify this information.

Ms. Berreth was requested to bring clarification on eligibility and voting issues from the British Columbia representative to the Board of Directors meeting before voting on the possible affiliation of British Columbia ASCD.

Ms. Knoll MOVED and Mr. Sigmon SECONDED a MOTION to transmit the British Columbia request for affiliation to the Board of Directors for consideration, with written assurance of open membership, a single dues structure for all members, and full voting privileges to all members on association matters. MOTION CARRIED.

Affiliate Request for Exception to Term Requirement. In June 1982, the Executive Council acted with the knowledge of the affiliate units to implement uniform terms for the affiliate presidents and board representatives, commencing July 1, 1984. Terms of office were set to run July 1 through June 30, thereby simplifying what had been a very time-consuming and hard to maintain record-keeping procedure because of the many changes that were made weekly. It also eliminated past problems with assuring that the incoming rather than the outgoing affiliate president attends the May Presidents Leadership Conference.

Ms. Berreth reported that 34 affiliate units are currently in compliance with the new policy and have submitted corrected constitutions to her. She also reported that three affiliates (Missouri, Texas, and West Virginia) have requested exception to this policy based on the fact that the election dates conflict with training, affiliate conferences, and established procedural calendars. After brief discussion,

Mr. Kiser MOVED and Mr. Hunkins SECONDED approval of consideration of individual exceptions to the uniform term policy for Missouri, Texas, and West Virginia. MOTION CARRIED.

Affiliate Advisory Committee Member Replaced. President Finkel appointed Ms. Lane, Mr. Quinby and Mr. Sigmon to form a committee to recommend a replacement for Scott Bradshaw on the Affiliate Advisory Committee, and
Mr. Quinby MOVED to appoint Francine Delaney, North Carolina President-Elect, to fill the vacancy on the Affiliate Advisory Committee. Mr. Sigmon SECONDED the motion and MOTION CARRIED.

Ms. Lane said the committee appointed by President Finken also considered the length of the committee terms, and

Mr. Hunkins MOVED and Mr. Kiser SECONDED a MOTION to increase the length of the Affiliate Advisory Committee terms from two to three years. MOTION CARRIED.

After further discussion,

Mr. Quinby MOVED and Mr. Hunkins SECONDED a MOTION to provide for Affiliate Advisory Committee terms which run concurrent with and begin after the annual conference. MOTION CARRIED.

and

Mr. Hunkins MOVED and Mr. Robinson SECONDED President Finken's appointment of Mr. Sigmon to serve as Executive Council liaison to the Affiliate Advisory Committee. MOTION CARRIED.

Department of Defense Dependents Schools Mediterranean Region Activity. Mr. Cawelti reviewed ASCD activity in Italy, the Department of Defense contract program workshop conducted last May, and a preliminary discussion about the possibility of forming an ASCD Mediterranean Region affiliate. He said he would know the degree of interest in this within the next few weeks. He also reported on planning underway for fall and spring programs for DoDDS in which Sam Kerman and Madeline Hunter will participate.

Pacific Rim Drive-in Conference Report. Ms. Berreth reported that the Pacific Rim Leadership Meeting was held in Seattle in December, 1983, for the five affiliates comprising the Pacific Rim: Alaska, California, Hawaii, Oregon, and Washington. The purpose of this pilot regional meeting was to provide affiliate leaders with training in areas of common identified needs and a forum for sharing ideas and concerns. The concept of regional meetings for affiliate leadership originated at the March 1983 Annual Conference in Houston. At that time both presidents and executive secretaries suggested regional meetings as a way to improve the skills and communication of affiliate leaders.

The needs of the Pacific Rim affiliate leaders were assessed through a November, 1983, questionnaire. The three topics on which the meeting was based were: (1) affiliate and national membership
promotion; (2) governance; and (3) taking stands on emerging educational issues.

The conference was evaluated on-site by a questionnaire completed by participants and telephone interviews were conducted in February. Further evaluation will be conducted in May and the concept of regional conferences discussed in detail at the June meeting of the Executive Council to determine whether or not they will be a continuing feature of ASCD.

President Finkelson commended Ms. Berreth for the success of this pilot project, and cited the positive evaluation and letters supporting this activity.

Program Development Activity Report. President Finkelson introduced Jean Hall, ASCD's new Associate Director for Program Development, who said she was pleased to be with ASCD and was enjoying her very challenging position. She referred to Annual Report pages 51-71, which she reviewed in detail. She said of particular interest to members has been the Curriculum Trends Survey: Elementary, which brought a 30% return thus far. A followup mailing is just beginning to come back and a final report will be written based on survey data in early June.

Ms. Hall distributed an informal progress report (Attachment 1) submitted by Robert Anderson, chair of the Effective Supervisors Project (Annual Report page 52) so that the Executive Council would know what the project committee had planned for the future. She then provided an update on selected projects: the Supervision and Leader Behavior Training group has presented a draft of a proposal for training in the area of leadership, "Hi-Tech, Hi-Touch: A Leadership Agenda for the 90's," and a proposal to develop training modules for that training sequence; the Commission of Instructional Supervision (page 54 of the Annual Report) will meet for the first time at the 1984 annual conference. The other supervision related committees have expressed an interest in working with this group as a means of providing feedback on what they are doing.

Ms. Hall was commended for so ably assuming the responsibilities of a demanding ASCD position and was welcomed by the Executive Council.

June 1983 - January 1984 NCSI Program. Ms. Hall referred to Annual Report pages 63-65, which reviews the 44 1983-84 NCSIs in terms of topic, date, location, attendance and participant evaluation. She then referred to the 1984-85 list of proposed NCSIs (Attachment 2) and said she had worked with the staff to isolate topics of the most interest, and to coordinate them with Educational Leadership articles, using the authors of the articles as the NCSI consultants.

Mr. Davis MOVED and Mr. Kiser SECONDED a motion to authorize transmittal of the October 1984 - August 1985 list of proposed NCSIs to the Board of Directors. MOTION CARRIED.
Curriculum Guide Materials. ASCD provides a display at its annual conference for the unsolicited curriculum guides which are submitted by various school districts. Local committees oversee the exhibit and are then given the materials for personal or library use. ASCD was approached by a publisher who would like to microfiche the guides in order to make scholarly materials available in affordable form. Ms. Lane worked with an Executive Council committee to evaluate the curriculum materials and how they are displayed, and to meet with the publisher to gather more information. She reported that the committee was favorably impressed by the publisher's representative but would like to defer the final report and recommendation until the June meeting of the Executive Council.

ASCD Doctoral Dissertation Awards. ASCD awards dissertations that have done the most to advance knowledge and understanding during the past year in the fields of (1) curriculum development, theory and practice, (2) instructional supervision, theory and practice, and (3) instructional procedures, theory and practice. Name and institution are removed from the dissertation abstracts before being submitted to three-member referee panels in each category. The results were:

- **Curriculum (30 applicants):** Dr. Paul G. LeMahieu
  University of Pittsburgh
  Pittsburgh, Pennsylvania

  **Dissertation title:** "A Study of the Effects of a Program of Student Achievement Monitoring Through Testing."

- **Instruction (22 applicants):** Dr. Rhona S. Noll
  Fordham University
  New York, New York

  **Dissertation title:** "Effects of Verbal Cueing and a Visual Representation on Percent Problem-Solving Performance of Remedial Adults."

- **Supervision (9 applicants):** Dr. Nancy B. Pones
  Gallaudet College
  Washington, DC

  **Dissertation title:** "Personnel Evaluation Through Training."

The winners are recognized at an Annual Conference general session, they present papers on their dissertations at the conference, and receive a two-year complimentary comprehensive ASCD membership and a plaque.

ASCD Leadership Foundation. The council expressed its concern about the lack of interest in the ASCD Leadership Foundation and it was felt that serious consideration should be given to its discontinuation.
Ms. Knoll MOVED to TABLE the discussion about
the ASCD Leadership Foundation until June, at
which time consideration should be given to
eliminating it as an ASCD program. Mr. Estes
SECONDED the MOTION, and MOTION CARRIED.

ASCD Policy Analysis Activity. Ms. Berreth reviewed briefly
ASCD's first effort at policy analysis, which studied and reported
on Florida's legislated mathematics and science high school
graduation requirements. The second project focussed on New York
City's Gates Program, which supported non-promotion for students
unable to meet minimum grade requirements at specific levels. The
report was not favorable and New York requested an opportunity to
update the information it contained in a forthcoming issue of
Educational Leadership. Ms. Berreth said the experience provided
by these initial efforts will enable us to better manage the analysis
processes.

The next policy analysis effort will be focussed on the issue of
merit pay, in response to a Board of Directors poll. Mr. Cawelti
said the proposal includes looking at two states (Florida and
Tennessee) who have statewide legislation compelling the develop-
ment of merit pay, plus two or three districts that are involved in
the merit pay career ladder plan. The purpose of the analysis
effort is to anticipate the consequences, and the pros and cons of
such a plan, since this clearly affects the supervisors role. Mr.
Rankin said care should be taken to evaluate concept rather than
implementation.

Mr. Costa said he wanted to make two points: (1) There is need for
concern because of the increased politicization of educators,
legislators, and state departments of education in taking over the
role of local school boards. As a result, ASCD members and local
agencies need some help in buffering what has become a state policy,
sometimes without local input. He said he encourages policy
analysis, and felt that ASCD and educators should speak out on
education, and express an informed view of what is educationally
sound and what some of the implications of this practice are;
(2) The concept of policy analysis should be gradually moved from
national to the affiliate units because he felt it should be done in
every state, with ASCD national providing a model.

Governance Committee Report. An ad hoc committee consisting of
Robert Hanes (NC), O. L. Davis, Jr. (TX), Delores Greene (VA),
Robert Hohman (OH), Norman Overly (IN), and Virginia Sorenson (MI),
was appointed in June 1983 to (1) review certain election selection
committee procedures; and (2) review the process by which Board
membership is constituted.

Mr. Hanes referred the Executive Council to the committee's report
(Attachment M of Attachments mailed before the conference) for
review and discussion of the process to be followed at the Board of
Directors meeting. Mr. Hanes emphasized the importance of the role
of the council members in clarifying and assisting in board deliberations.

ASCD Networks. Ms. Berreth submitted a proposal (attachment N of Attachments mailed prior to the conference) to encourage the development of networks within ASCD that meet current member needs and are compatible with ASCD purposes. She said this would get together people who have common concerns, respond to the need for information, and respond to suggestions and conversations with affiliates. Ms. Berreth urged support for this proposal as a way to keep members involved, allow for give and take, and provide national with their input. A pilot one-year budget of $5,000 was proposed to support up to five networks at up to $1,000 each.

Mr. Cawelti said he felt this effort could be helpful and that there is currently no procedure for good networking. Council members were generally favorable to this suggested pilot and

Mr. Kiser MOVED and Mr. Davis SECONDED that the staff prepare guidelines for the proposal and present them to the Executive Council for action in June. MOTION CARRIED.

Liaison Reports. A proposal was submitted to the National Retirement Foundation for a two-year, $150,000 project to produce a master curriculum guide. ASCD has not yet received word about the status of the proposal.

The Educational Leaders Consortium (ELC) consists of heads of several major educational associations and meets periodically throughout the year to discuss matters of mutual interest and concern. Mr. Cawelti said the original purpose of ELC was to act as a local voice primarily on federal issues, and although it hasn't developed as successfully as he had hoped, they are striving to improve its effectiveness. He said the group had written Secretary of Education Terrel Bell protesting the ranking of states according to SAT scores, and he is encouraging exploration of some kinds of more sensible indicators American education.

Mr. Robinson will lead a Travel Study Tour to China on July 6. ASCD co-sponsors the study tours with the Center for the Study of Socialist Education at Kent State.

Mr. Davis encouraged continued ASCD affiliation with the National Council for Accreditation of Teacher Education (NCATE), citing ASCD's important influence during these first few years of existence. After discussion,

Mr. Quinby MOVED and Mr. Kiser SECONDED a MOTION to appoint Mr. Davis to serve as ASCD liaison to NCATE for a period of two years. MOTION CARRIED.
ASCD has maintained an informal relationship with the Canadian Association for Curriculum Studies for the past several years, and efforts will be made to attend their conference this June.

Mr. Davis represented ASCD at the Association for Study of Curriculum conference in England last year and it was expected that they would have someone at the ASCD conference. Mr. Cawelti said they may participate in the 1985 international conference being planned by the Foundation for Curriculum Development (FCD) located in Amsterdam. He will meet with Ruud Gorter of FCD this spring to discuss tentative plans for the 1985 meeting at which western European countries will be invited to present papers on general education or core curriculum in their school districts.

Mr. Robinson said ASCD had been invited to participate in the National Conference on Educational Excellence and Economic Growth to be held in Houston. He will attend and report back at the June meeting.

Meeting adjourned. The meeting was adjourned at 4:50 p.m. until the following Tuesday, at which time the group was asked to reconvene in President Finkel's suite in the New York Hilton.

Following adjournment, Mr. Cawelti said he wanted the Executive Council to know how the staff had "turned to" the past few weeks to cope with the rapid membership growth, high volume of publication sales, increased NCSI participation, and program development activity, and still carry on the normal day to day functions of ASCD as efficiently as possible.

Mr. Finkel also expressed his appreciation to the group for making his presidential year so rewarding, and to the staff for their assistance throughout his term.

Post-Conference Meeting. The Executive Council reconvened in immediate past President Finkel's New York Hilton suite on Tuesday, March 13. President Phil Robinson presided.

President Robinson welcomed and introduced new council members Pat Conran (IL) and Anna Jolivet (AZ), President-Elect Carolyn Hughes (OH), and 1985 Annual Conference Planning Committee chair, La Barbara Gragg (MI).

June 1984 Executive Council Meeting Dates Confirmed. It was agreed, after some discussion, that Executive Council members should plan to arrive in Alexandria on Wednesday, June 20, 1984, for meetings which will be held on June 21, 22, 23, and until noon on June 24.

in Alexandria in order to get an earlier start on next year's program. Deadlines have been established for the production stages of the program preview and the program, which will assure summer mailing of the preview and pre-conference mailing of the program to those who have preregistered by mail for the Chicago conference.

Ms. Gragg said evaluations received for the New York conference would be utilized in planning for next year, especially with regard to the overall format which was new to this year's conference. She solicited suggestions from council members and said the theme would probably focus on issues of teaching and learning, elements missing from much of the discussion surrounding the national reports.

Regional Training Seminars for Affiliates. Mr. Hunkins reported on discussions he had with persons regarding the usefulness of the Pacific Rim training sessions held for states in that area. He presented information which had been developed for presenting to the Executive Council and encouraged that additional seminars be held in future years. Attachment 3 provides details on several ideas concerning these seminars.

Executive Council Agenda and Meeting Procedures. Several comments were made with regard to setting the agenda and ways to expedite discussion of certain more routine business matters. President Robinson said that in the past the staff had not presented full recommendations on all issues at the June meeting in order that subcommittee deliberations permit council participation prior to making a recommendation. He encouraged that this procedure be followed in the future.

A suggestion was made to consider the possibility of conference calls for subcommittee matters and it was agreed to extend the June meeting to Sunday in order to allow for additional discussion.

Action on Publications. Mr. Brandt distributed copies of a proposal for the 1986 yearbook on "teaching," and

Mr. Kiser MOVED and Ms. Lane SECONDED that Karen Zumwalt be approved as editor. Her plan is to ask prominent researchers to comment on a hypothetical school situation. MOTION CARRIED.

Mr. Brandt then presented recommendations on the 1987 yearbook, which will deal with leadership. He reviewed various proposals and said that the Publications Committee was in unanimous agreement on one submitted by Linda Sheive of Syracuse University and Mary Ann Schoenheit of the Liverpool, New York, schools.

Mr. Estes MOVED and Mr. Pinkel SECONDED approval of the Sheive-Schoenheit proposal for a 1987 yearbook with a leadership theme. MOTION CARRIED.
Mr. Brandt recommended approval of a book on The Art of Cognitive Coaching, and after discussion

Ms. Hughes MOVED and Ms. Lane SECONDED approval of the proposal.

Because some council members said they wanted more time to make a good decision,

The MOTION and SECOND were WITHDRAWN.

The council also decided to delay action on other proposals approved by the Publications Committee. Mr. Brandt said he would send detailed information to them in advance of the June meeting.

Executive Council Questions or Concerns. President Robinson requested that the Executive Council members make known any questions or concerns they have to be addressed at the June meeting. The following comments and questions were raised:

1. What are the procedures for getting input into program development activities? (For example, how are decisions made regarding NCSI? Should the Executive Council have input before the complete list is forwarded for approval?)

2. Suggestion made that Executive Council members serve on the same subcommittees throughout their council term of office. Changing from one subcommittee to another is somewhat confusing and inefficient.

3. All materials for Executive Council meetings should go to subcommittee members before they arrive for the meetings. If input is needed from subcommittee members, conference calls should be arranged before the council meeting.

4. A thorough discussion/examination of the ASCD Leadership Foundation should take place.

5. The Executive Council position on regionalism (i.e. regional workshops) should be examined for a possible conflict with existing resolutions.

6. A task force should be convened to examine the process of teacher preparation in higher education.

7. A complete review of ASCD staff salaries should be made.

"The Year of the Teacher" Discussed. Mr. Robinson said, in addition to the concerns already mentioned, that recent reports on
education contain a fair amount of negative information about teaching. In order to improve the image of teaching and as a means of elevating the status of the profession, he would like to declare 1985 "The Year of the Teacher." During the forthcoming year, ASCD activities would focus on teaching and learning, and the January issue of Educational Leadership could be dedicated to teachers.

He suggested that affiliate units could become involved through an invitation to governors, and the President of the United States could declare 1985 "The Year of the Teacher" in his State of the Union address. After continued discussion,

Ms. Lane MOVED and Mr. Finkel SECONDED the MOTION to form a committee to promote the ASCD sponsorship of "The Year of the Teacher." MOTION CARRIED.

It was suggested that the 1985 Annual Conference to be held in Chicago could center around this theme, and Mr. Robinson said council members would receive information about this well in advance of the June meeting. He then said that Mr. Cawelti was working with Chicago area superintendents in planning for the Chicago conference and cautioned that there has been a date change. Ms. Conran said she would assume responsibility for informing those superintendents.

The following suggestions were then made with regard to the Chicago conference:

1. Teachers should be given special permission to go through the exhibits on Saturday and Sunday;

2. The conference program preview should include a one- and two-day registration fee, and dates and places of major events.

Mr. Hunkins observed that he was the only member of the Executive Council who had not been invited to preside over a session at the 1984 Annual Conference, and Ms. Knoll noted that she had also been excluded from that role. (NOTE: Staff reported that Mr. Hunkins' omission was an oversight, and that Ms. Knoll was not asked to serve because of the many duties and responsibilities she had already assumed as chairperson of the Conference Planning Committee. It was felt any additional requests to serve would be an imposition.)

The meeting was adjourned at 3:00 p.m.