MINUTES

ASCD EXECUTIVE COUNCIL
October 11-14, 1984

Alexandria, Virginia
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THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MEETING

October 11-14, 1984
Old Colony Inn
Alexandria, Virginia

Immediate Past President Larry Finkel opened the meeting at 9:00 a.m. on October 11, 1984, in President Phil Robinson's absence for the purposes of discussing matters pertaining to obtaining a loan for construction, space planning, and design of a new ASCD headquarters building (Agenda Item 1).

President Robinson arrived at 10:10 a.m. and called the Executive Council meeting to order. Anita Fitzpatrick recorded the minutes. The following council members were present:

Phil Robinson, President (MI); 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 Ed 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 Affiliates; John Bralone, 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 2). President Robinson welcomed the Executive Council to Alexandria and commended the group for its thorough consideration and discussion of the many details surrounding preliminary plans for construction of the new headquarters building.

Approval of Previous Minutes (Agenda Item 2).

Mr. Sigmon MOVED and Mr. Quinby SECONDED approval of the minutes of the June meeting of the Executive Council with the following correction:
Note that Ms. Jolivet did attend the publications subcommittee meeting referred to on page 5 of the minutes.

MOTION CARRIED as corrected.

In addition, the following observations were noted:

(1) Ms. Conran asked that the text of the recorded motions reflect the specific intent of the motion in order to have a complete permanent record of actions taken by the Executive Council.

(2) Mr. Kiser said that any additions or corrections to be made to the minutes should be made in a timely manner when such changes are called for.

To facilitate action on matters of concern to the Council, President Robinson suggested stating and seconding the motion for the purpose of putting it on the floor for discussion.

Headquarters Building (Agenda Item 1). Mr. Bralove and Mr. Cawelti answered a number of questions about the financing procedure and the council expressed an interest in examining alternative exterior design plans. The staff was encouraged at this point to engage itself in developing program specifications for the new building for use by the space planner. Mr. Quinby suggested that the Executive Director and Mr. Bralove be responsible for identifying and developing those elements of the "critical path" through the project. Mr. Cawelti said that the staff would have input before proceeding, and Mr. Bralove said ASCD would contract with a qualified professional to represent ASCD's interests throughout construction.

Industrial Revenue Bond Resolution (Agenda Item 1).

Ms. Conran MOVED and Mr. Kiser SECONDED adoption of the following resolution:

Resolution of the Executive Council of The Association for Supervision and Curriculum Development

WHEREAS, the Executive Council of the Association for Supervision and Curriculum Development ("ASCD") believes that it is in the best interest of ASCD to obtain industrial revenue bond financing for the cost of acquiring a certain parcel of real property located at the southeast corner of Cameron and West Streets in the City of Alexandria, Virginia (the "Land"), and the construction and equipping thereon of a commercial office building of approximately 17,100 gross square feet (the "Project"), to be occupied and used as the multi-state national headquarters
offices of ASCD (the Land as improved by the Project hereinafter referred to as the "Facility;" and

WHEREAS, the Executive Director of ASCD is hereby authorized and directed to negotiate, on behalf of ASCD, for the purchase and construction of said building, at a contract price of no greater than $2,250,000, not including building upgrades and non-construction costs, any such contracts to be conditioned upon the final approval by the Industrial Development Authority of the City of Alexandria and the Alexandria City Council of industrial revenue bond financing, in an amount up to $2,500,000 for financing the acquisition and construction of said building; and

WHEREAS, the Executive Director of ASCD is hereby authorized and directed to negotiate and obtain commitments from financial institutions for the purchase of an industrial revenue bond to be issued for the purpose of financing and acquisition;

NOW, THEREFORE, BE IT RESOLVED BY THE EXECUTIVE COUNCIL OF ASCD:

1. That the Executive Director of ASCD is hereby authorized and directed to enter into, execute and deliver on behalf of ASCD such contracts, agreements, instruments, certificates and other documents as may be necessary in connection with the purchase and construction of a building of approximately 17,100 square feet at the southeast corner of Cameron and West Streets, Alexandria, Virginia, and the financing thereof through the issuance of an industrial revenue bond issued by the Industrial Development Authority of the City of Alexandria.

2. That the Executive Director of ASCD is hereby authorized and directed to take all such further actions as he may consider necessary or desirable in connection with undertaking the acquisition and construction of said building and the financing thereof by the issuance of an industrial revenue bond.

The undersigned secretary of ASCD hereby certifies that the foregoing represents resolutions duly adopted by the Executive Council of ASCD at a meeting thereof with proper notice and a quorum having been present, on October 11, 1984.

Gordon Cawelti, Secretary
Mr. Quinby offered and Ms. Conran accepted the following FRIENDLY AMENDMENT:

Add "upon review and approval of the officers of the Association" to number 2 so that the paragraph reads:

2. That the Executive Director of ASCD upon review and approval of the officers of the Association is hereby authorized and directed to take all such further actions as he may consider necessary or desirable in connection with undertaking the acquisition and construction of said building and the financing thereof by the issuance of an industrial revenue bond.

The AMENDMENT CARRIED.

The MOTION as AMENDED CARRIED.

A lengthy discussion followed about the importance of quality control and supervision of the construction project, with systematic outside auditing to assure adherence to approved plans and specifications.

Agenda Items Added. Mr. Quinby requested the addition of two additional agenda items:

Committee Format - to discuss the role of Executive Council subcommittees;*

March Executive Council Meeting Format - to review the current process of working through an agenda which is then covered again in the Board of Directors meeting.*

ASCD Leadership Foundation (Agenda Item 5). President Robinson reviewed the development of the ASCD Leadership Foundation over several years and presented copies of the original document describing its governance and operation. He requested various members of the Council to express their views on the matter of the structure, goal and activities of the foundation. These generally expressed the opinion that the foundation had been given this year to clarify its purposes and activities and demonstrate some beginnings toward accomplishments. It was pointed out that there were some inconsistencies between the proposed plan developed by the current Board of Trustees and the original document. It was also suggested that any final plan of operation should go to the Board of Directors since it created the foundation and enthusiasm was needed among the Board if it were to be successful.

President Robinson reviewed the report of an Executive Council subcommittee (Pat Conran, Anna Jolivet, chair, Lu Kiser, and Bob Sigmon) which had met during this meeting to make suggestions, and then concluded with the information he felt needed to be conveyed to the Board of Trustees.

*See pages 19-20 of these minutes.
Ms. Lane MOVED and Mr. Sigmond SECONDED to request the President to write a letter to the Board of Trustees conveying the sentiments expressed by the Council and the content of the subcommittee report. The Board of Trustees is to be requested to present its plan to the Board of Directors at the annual conference in March. MOTION CARRIED.

Annual Conference Report (Agenda Item 6). The 1985 Annual Conference Program Preview was mailed to the membership on September 24 and preregistration forms are already being returned.

ASCD Graphics Artist Al Way was commended for his continued artistic contribution to ASCD publications and visual products, but especially for the layout on the 1985 ASCD Annual Conference Program Preview.

Ms. Rockwell, Conference Facilities Coordinator, reported on continuing difficulties in obtaining hotel rooms in Chicago for the 1985 Annual Conference. Last spring Chicago hotels withdrew or severely cut the blocks of rooms committed to ASCD in order to accommodate a larger association whose conference coincides with ASCD's. There are currently approximately 2,800 rooms available and Ms. Rockwell is continuing her effort to add to this number, while urging double-occupancy and early registration with a one-night deposit.

The careful procedures followed by the selection committee to assure program quality control were reviewed. Discussion addressed the continuing problem of low attendance in spite of a sizeable membership and excellent program, and the need for routinely obtaining input from the Board of Directors as representatives of the membership about conference site selection. An ASCD Annual Conference Survey developed by the staff and the Review Council will be mailed to the membership in order to provide data about non-attendance and pertinent information for future conference planning.

At the June meeting of the Executive Council a motion to ask the Board of Directors to consider New York rather than Boston for the 1988 Annual Conference site was tabled for action in October, and

Mr. Hanes MOVED to remove from the table the motion to consider New York rather than Boston for the 1988 Annual Conference site. Mr. Finkel SECONDED the MOTION and MOTION CARRIED.

The original motion was then reintroduced:

It was MOVED and SECONDED to ask the Board of Directors to reconsider Boston as the 1988 ASCD Annual Conference site and consider New York instead. MOTION DEFEATED.

Two replacements were suggested for the Conference Planning Committee, and
It was MOVED and SECONDED to accept the appointment of Lawrence Bechtold (Wichita, KS) and Constance Dolese (New Orleans, LA) to the Conference Planning Committee. MOTION CARRIED.

Executive Session on Personnel Matters (Agenda Item 7). The Council convened in closed session and discussed several matters:

- Salary Study Authorized. Mr. Cawelti reported on discussions held during recent staff retreats and on comments made by the staff as personnel policies are revised. Suggestions centered on the current salary structure both in terms of adequacy and evenness of administration. He said that the staff had been increasing in size and recommended that an outside firm be retained to develop a regular salary schedule for ASCD.

  Mr. Estes MOVED and Mr. Hanes SECONDED "that the Executive Director be authorized to retain a consulting firm to carry out a salary study resulting in a salary schedule to be adopted by the Executive Council in May 1985. The estimated cost will be from $12,000 to $15,000 with implementation planned for September 1, 1985." MOTION CARRIED.

- Management Study Authorized. Following the discussion on the salary study, and other matters associated with the current ASCD organization,

  Mr. Quinby MOVED and Mr. Estes SECONDED that the Executive Director be authorized to retain a consulting firm to analyze the following:

  1. The overall organization structure of ASCD headquarters and to recommend any changes/modifications;

  2. The specific aspects of the operation including but not limited to:

     a. job analysis;
     b. job evaluation;
     c. job pricing;
     d. salary structure;
     e. pay program guidelines;

  3. Development of a salary and fringe benefit system;

     and

  4. To provide the necessary training so that the system proposed can be maintained by the organization at an estimated cost of $25,000-$35,000.

   MOTION CARRIED.
Personnel Policy Revision. Ms. Hall reported on a project underway to revise personnel policies of the association. Employees had been briefed by the Executive Director on existing policies followed by a session in small groups in which associate directors reviewed each policy to obtain employee suggestions. Proposed revisions will be submitted to the entire staff for review and presented to the Executive Council for approval in March. It was suggested that clarification be made between routine procedures followed in the office and those that indeed constitute policy matters which should be addressed by the Executive Council.

Review of Fringe Benefit Costs. The Executive Council discussed the report on problems associated with accelerating costs of fringe benefits for employees (see Attachment A). The overall 50% cost was calculated as an average for an employee making $24,000 but some employees might receive more and others less, depending on whether they participate in the retirement plan, and other variables. Lengthy discussion followed about cost containment and it was suggested that a more normal figure for fringe benefits is 30%, which is increased by 10% when the costs for various kinds of leave are added. The Business Manager was asked to study the following and return with information to the next Council meeting:

1. Cost "cap" on hospitalization;
2. Review and analyze health insurance inequities between single and married employees;
3. Examine the employee absentee pattern and determine if further controls are appropriate;
4. Consider alternatives for providing "payback" incentives for unused sick leave.

The discussion concluded by the suggestion that an overall percentage of employee costs be considered as a guide for the future. This item is also to be revisited on the March agenda.

Evaluation Committee Report. Mr. Finkel chaired the Evaluation Committee, which met with the Executive Director following the June Executive Council meeting, and he reported verbally to the Council. Following considerable discussion, the report was accepted with commendation. Mr. Finkel will distribute a copy of the written report to the officers and the Executive Director.

The Council reconvened in open session.

Report on Publications Program (Agenda Item 8).

1985 Yearbook. Mr. Brandt reported a recommendation from the Publications Committee that the proposed yearbook on "Intellectual Development" not be published as a yearbook and that Alex Molnar's book on "Curriculum Thinking" be published as a yearbook instead. Ms. Hughes who had attended the Publications Committee meeting said
the Committee members felt the manuscripts for "Intellectual Development" did not serve the intended topic. After further discussion,

Ms. Hughes MOVED and Mr. Hunkens SECONDED "not to publish the proposed yearbook on intellectual development because the chapters do not appear to bear satisfactorily on the topic." MOTION CARRIED.

• 1988 Yearbook Theme Approved. Several topics for possible yearbook themes were considered by the Publications Committee and "A Fresh Look at the Curriculum" was chosen for the 1988 yearbook. The book would present the views of scholars from various disciplines about what should be taught in the respective fields.

It was noted that the College Board has a project of this type and that a recent NSSE yearbook had similar coverage, but after further discussion,

Ms. Conran MOVED and Mr. Kiser SECONDED approval of the 1988 yearbook theme, "A Fresh Look at the Curriculum." MOTION CARRIED.

• Future Books Approved. Marching to Different Drummers by Pat Guild and Stephen Garger had been recommended for publication by the Publications Committee but not approved by the Executive Council in June because other topics were thought to have greater priority. The committee reconsidered and decided to recommend publication of this book, which will objectively analyze conceptions of style and suggest practical ways teachers and supervisors can apply these conceptions to help understand and respond to individual differences.

Mr. Quinby MOVED and Ms. Lane SECONDED approval of the recommendation of the Publications Committee to publish Marching to Different Drummers, by Pat Guild and Stephen Garger. MOTION CARRIED.

The group discussed future development of other books which would be published in 1986. Mr. Brandt was asked to establish publication dates as early as feasible for the topics considered highest priority.

Mr. Hunkens MOVED and Mr. Sigmon SECONDED approval of Science Curriculum, Restructuring the School, Improving Textbooks and Other Materials, and Teacher Qualifications and Performance for future publication. MOTION CARRIED.

• 1985-86 Educational Leadership Themes. The Publications Committee proposed themes for six of the eight issues of the 1985-86 journal, permitting some flexibility with regard to selecting additional themes for the two remaining issues.

Mr. Sigmon MOVED and Ms. Jolivet SECONDED approval of the following Educational Leadership themes for 1985-86:
1. Applications of Technology to Instruction;
2. Fostering Success for All Students;
3. Professional Development and Evaluation for New Roles;
4. The Non-Cognitive Responsibilities of Schools;
5. Collaboration for Change;

MOTION CARRIED.

Mr. Brandt said he would continue to make an effort to tie journal themes to other association activities, such as the Annual Conference.

Council members suggested other topics for possible publication, including health and sex education and values clarification. President Robinson felt that a handbook for use by legislators and curriculum people clearly describing procedures to be followed before attempting to legislate curriculum would be a valuable publication.

Discussion followed on the question of whether or not ASCD should be publishing things it ordinarily doesn't publish, whether there should be more than eight issues of Educational Leadership, and whether other kinds of audiences should be addressed. Mr. Cawelti said that a major policy analysis focus needs to be on the trend of governors' and state commissioners' interventions into education, and that we determine the intended effects and unanticipated consequences, and have our group rate the greatest potential for yield in various state approaches to improvement.

- Journal of Curriculum and Supervision, ASCD's new refereed scholarly journal, will be sent to comprehensive members in September 1985 with subscription information. The journal will be published three times a year for a three-year trial period, as approved by the Executive Council in June.

- Videotapes under production are THE PRINCIPAL AS INSTRUCTIONAL LEADER (completed), SCHOOL IMPROVEMENT THROUGH STAFF DEVELOPMENT (on-site taping being scheduled), TEACHING THINKING (concept outlines under preparation), STRATEGIC PLANNING (planning meeting scheduled), and SUPERVISION (planning not yet begun).

- Mr. Brandt requested approval to continue negotiations with the Illinois Reading Association to produce a tape on reading comprehension, based partly on the work of researchers at the Center for the Study of Reading at the University of Illinois. Production costs would be shared by three organizations, but each organization would market the tape to its own members. Expected availability is October, 1985.

Ms. Hughes MOVED and Mr. Hanes SECONDED authorizing Mr. Brandt to proceed with collaborative work with the Illinois Reading Association to produce a videotape on reading comprehension. MOTION CARRIED.
Policy Payment for Planning Videotapes.

Ms. Hughes MOVED and Ms. Lane SECONDED approval of the policy on payment for planning videotapes set forth in detail in Attachment B, which is a part of this motion. MOTION CARRIED.

History of ASCD. The council was asked to comment on Ms. Berreth's suggestion to develop an authoritative history of ASCD, and

Mr. Estes MOVED and Ms. Jolivet SECONDED approval of the idea of an official history of ASCD, and to authorize the staff to develop a proposal for a Program Development activity. MOTION CARRIED.

Budget Reports and Action (Agenda Item 3). Mr. Bralove reported on the unaudited actual and FY 1985 approved budget for the year ended August 31 and the following observations were made:

The budget submitted in the Annual Report will be audited and reflects an outstanding year;

Net income over expenses is $646,554 and auditors will make adjustments to that figure because of dues deferral (half of the amount of dues paid midway through the year is recognized as income in the current year and half in the coming year); therefore, the portion deferred last year is recognized this year, but the portion which will be recognized next year, is currently set up as a liability. Ms. Conran suggested for the purpose of presenting this information to the Board, this amount should be referred to simply as income and that the fund balance would be reduced to reflect the dues deferral.

Resolutions Committee budget was increased because of the resolutions synthesis printing, which occurs in addition to normal expenses every three to four years.

Expenditures exceeding 10% over budget had been approved by the Council at the June meeting. It was again emphasized that overages must be approved by the three officers if they are to affect the budget item and such approval is to be obtained before making the expenditure. It was also requested that overages be presented in detail by means of an attachment or stated in the actual motion requesting approval for any overages.

Marketing expenses were for marketing to acquire new members as well as maintaining current membership files (postage for the journal, billing costs, etc.).

The Council requested a program budget breakdown that Mr. Bralove said could be mailed as soon as some questions about the delegation of certain functions are resolved.

Mr. Cawelti distributed a printout report on the budget with a year-to-date category which shows how spending is proceeding and
alerts staff to red-flag items. The staff has input into this printout, they have to monitor it and approve all expenditures.

- A new computer financial system has been installed at a cost of $17,000 which will provide more detailed financial information and a more efficient means of getting to it. Mr. Bralove said the cost of the new system will be recovered within two years once it is totally utilized and relieves the staff of many check-writing responsibilities.

The two major income areas are membership and videotape sales (which exceeded $1,000,000 the past year) and the financial outlook for 1985 will depend greatly on continued success in both. Successful marketing strategy followed in the past will again be used and the indication is that new members will continue to increase.

Mr. Cawelti told the group that much of the recent success of ASCD in acquiring new members and new markets can be largely attributed to the efforts of Mr. Brandt and his staff. Educational Leadership is gaining status as one of the nation's leading educational journals, and sales of printed publications, videotapes and other media continue to be widely recognized as the finest available. The council indicated its agreement and approval by applauding.

Review of ASCD Five-Year Plan (Agenda Item 4). The 1983-84 five-year plan activity was reviewed in detail and lengthy consideration was given to the proposed 1984-85 components. The following actions were taken in these five-year plan categories:

Supervision/Leader Behavior. Major Goal: To provide a more visible, extensive and effective program of training and educative experiences for members that will clearly identify ASCD as an international leader in the field of instructional improvement by 1988.

Enabling Strategy 3.6: Study "Effective Supervisors."

Mr. Quinby MOVED and Mr. Kiser SECONDED a recommendation that the Associate Director for Program Development be requested to develop a request for proposal for $12,000 to carry out a study of effective supervisors to be reviewed by the Executive Council in March. MOTION CARRIED.

Governance and Management. Major Goal: To perfect decision-making and participative processes to ensure that a stronger leadership role is apparent in helping ASCD respond to its diversity of membership on important instructional issues.

Enabling Strategy 1.6: Authorize study committee to study alternative processes for more systematically determining how ASCD can better anticipate member needs and interests, and report to Board of Directors at 1985 national conference. The primary purpose of this committee would be to develop monitoring and forecasting systems to
enable ASCD to assume a more proactive leadership role in American education.

As a means of carrying out the intent of this major goal,

Mr. Estes MOVED and Mr. Sigmon SECONDED approval of the Information Feedback Plan as presented in Attachment C, which is made a part of this motion. MOTION CARRIED.

In order to facilitate the Information Feedback Plan,

Mr. Quinby MOVED and Ms. Conran SECONDED establishment of the position of Coordinator of Research and Information in accordance with the job description outlined in detail in Attachment D, which is made a part of this motion.

Mr. Kiser MOVED to TABLE the MOTION to approve establishment of the position of Coordinator of Research and Information pending discussion of the remaining elements of the five-year plan. Ms. Jolivet SECONDED the MOTION, which was not debatable, and the MOTION CARRIED.

Due to the length of the agenda and time constraints,

Mr. Kiser MOVED that

1) the Executive Council commend the staff for the update on the progress of association efforts on the five-year plan; and

2) the Executive Council move on to any action which needs to be taken as a result of recommendations for the accomplishment of this plan; and

3) that the Executive Council commission the staff to prepare the process for further development of the five-year plan to present to the Executive Council and the Board of Directors in March 1985.

MOTION CARRIED.

and subsequently the following actions were taken by the Council on the remaining proposed five-year plan implementation activities:

- Proposed Plan for Five Annual Program Advisory Groups (relates to five-year plan Curriculum Development element 2.12, "Constitute committee to thoroughly analyze ASCD products and activities in curriculum development and to recommend changes needed to update and strengthen what the Association disseminates about curriculum development."). The advisory groups would represent elementary and middle school education, high schools, curriculum development, and supervision/leader behavior. They would provide input and direction to ASCD program areas and would replace the conference planning and publications committees. After discussion,
Mr. Hunkins MOVED and Ms. Knoll SECONDED that the staff is encouraged to review and refine the proposal for an annual program advisory group structure and present it to the Executive Council in March for consideration. MOTION CARRIED.

• The need for ASCD to provide leadership in the field of rapidly developing technology (relates to five-year plan Curriculum Development element 2.13, "Continue efforts to inform and lead members in utilization of microcomputer's potential; provide greater service to affiliates in this area.").

Ms. Knoll MOVED and Mr. Sigmon SECONDED a MOTION to actively pursue the identification of the ways in which ASCD can play a significant role in meeting member needs in new technology and its impact on student learning. MOTION CARRIED.

• Implement Curriculum Development element 2.15 set forth in the following motion with the noted change:

Ms. Lane MOVED and Mr. Hunkins SECONDED approval for the Executive Director to "seek applications for a visiting (changed from "university") scholar on sabbatical in 1985-86 to assist in expanded curriculum development role and bring special talents to the association for a limited period," and to approve $10,000 allocated in the budget for this purpose. MOTION CARRIED.

Report on Technology Utilization and Planning (Agenda Item 9). At the Council's June meeting the staff had recommended:

1. Updating ASCD's Galaxie minicomputer. The Council had asked the staff to explore the feasibility of replacing the Galaxie before undertaking improvement of its capabilities. Based on responses to a minicomputer request for proposal, a recommendation was made to delay any purchase of a new system at this time, and to replace it at the time the offices are moved to the new building. However, further evaluation of the need to replace the Galaxie will be made before any recommendation is made and action requested of the Council.

2. Purchase of six microcomputers with related software applications. Four IBM/PCs and one IBM/AT are inhouse with staff undergoing training. The sixth microcomputer for use by the graphic artist has been delayed pending exploration of additional software.

3. Development of electronic conferencing capabilities through computer conferencing and audio conferencing. A CONFER computer conferencing system is now functioning and is used by current and proposed networks, as well as the ASCD officers and executive staff. It was generally agreed that both conferencing systems are useful and could be utilized more fully than they have been as they are now set up.
Further development of current technological efforts will include staff training and familiarization with inhouse computers and the conferencing systems, and may require additional staff and consultants'time.

**Affiliate Report (Agenda Item 10).** No action is required on the detailed affiliate report (Attachment E), which lists activities aimed toward the five-year plan goal of strengthening affiliates so that they will be recognized as educational leaders in their respective geographical areas.

Recent affiliate promotion efforts include: (1) providing new members with a list of affiliate presidents, which has generated interest in local as well as national membership; and (2) two complimentary memberships made available to each affiliate and are going primarily to governors, legislators, and educators who are community members deserving special recognition.

Long-range planning was a major focus of last spring's Presidents Leadership Conference and one result is that several affiliate membership brochures are including mission statements. In addition, the Arkansas, Colorado, Alabama, and Oklahoma boards have engaged in retreat planning periods, as well as New Hampshire and West Virginia, who are overcoming some difficulties and are now reorganizing.

Three pilot regional meetings are approved for December, January, and February. Applications are now available and the Affiliate Advisory Committee will review those submitted through audio-conferencing. The committee will meet in December in Alexandria and will also discuss strategy for strengthening affiliates and develop recommendations for establishing closer collaboration with national to achieve common goals.

International affiliates include (1) Germany, which held its first successful institute in September, (2) England, which held its first meeting in June, and (3) the Mediterranean Region (Italy-Spain), which will have a startup meeting next spring. Cross-cultural exchange and international involvement with host-nation educators continue to be encouraged.

**Program Development Report (Agenda Item 11).**

- 1985 ASCD Outstanding Dissertation Award. The Executive Council was asked to approve a panel of judges to referee dissertations submitted for ASCD's Outstanding Dissertation Awards (to be announced by February 15, 1985).

  Mr. Hunkins MOVED and Ms. Lane SECONDED approval of the following ASCD Outstanding Dissertation Awards panel:

  **Curriculum:**
  Dr. Laura S. Ellis
  Professor of Education
  College of New Rochelle
  New Rochelle, NY
Dr. Nathalie Gehrke
Professor of Education
University of Washington
Seattle, WA

Dr. Raymond Hendee
Superintendent
Park Ridge School District
Park Ridge, IL

Supervision:

Dr. Delores Greene
Administrator for Educational Services
Richmond Public Schools
Richmond, VA

Dr. Robert Krajewski
Professor of Educational Administration and Counseling
University of Northern Iowa
Cedar Falls, IA 50614

Dr. Arnold Raisner
Professor of Education
Long Island University
Flushing, NY

Instruction:

Dr. Carol Barnes
Professor of Education and Child Development
California State University
Fullerton, CA

Dr. Sarah Leak
Charlotte-Mecklenburg Schools
Charlotte, NC 28203

Dr. Leslie Sonnabend
Assistant Superintendent
Prior Lake Public Schools
Prior Lake, MN

MOTION CARRIED.

- 1984-85 Program Development. The 1984-85 program budget amounts to $119,000 and appears in detail on Attachment F. The status of each project is presented in detail in Attachment G, and following the Board of Directors meeting in March a letter will be directed to Council members requesting input on program development projects to be considered at the June Executive Council meeting.

- Year of the Teacher Project. President Robinson reported on successful efforts to have the United States House of Representatives
and the United States Senate introduce resolutions declaring 1985 the Year of the Teacher. He reviewed details of the project and the necessary involvement of affiliates and members crucial to bringing this about, and asked Council members to contact affiliate unit presidents, teachers, and university personnel regarding their support. Efforts are also underway to market items associated with this project (pins, t-shirts, bags, etc.). President Robinson was encouraged to provide a sample letter to various affiliates regarding their requests of congressmen and senators to support the resolutions.

Review of NCSI Program (Agenda Item 12). The 1983-84 National Curriculum Study Institutes (NCSI) report and the 1984-85 Schedule of Institutes (Attachment H) were submitted for information. Council members discussed the procedure for evaluating and selecting consultants and were assured that evaluations are kept on file for future reference. The Council asked for a detailed financial breakout of NCSI income and expenses to be made available at the March meeting in order to properly evaluate the value of NCISIs in terms of the number of members being served.

Followup on 1984 Resolutions (Agenda Item 13). Attachment I provides a detailed report on 1984 resolutions followup activity. Discussion focused on the need for substantive issues to be addressed by ASCD resolutions and it was suggested that a more appropriate timeline be developed to enable affiliate boards to consider resolutions at the time they meet. Another recommendation was to give the matter of resolutions more attention at the Presidents Leadership Conference for incoming affiliate presidents.

Review of New Election Process (Agenda Item 14). Attachment J was presented for purposes of information and review of the simplified Nominations Policies and Procedures: National and Board Elections adopted at the March 1984 meeting of the Board of Directors. One nominating committee for both the national and board elections replaced the two selection committees to select two nominating committees.

Report on Requests to Establish Networks (Agenda Item 15). In June the Executive Council established ASCD networks as a program development activity. Ms. Hughes, Ms. Lane, and Mr. Quinby met with Ms. Berreth to discuss and recommend a Network Advisory Committee which would (1) review network proposals for funding, and (2) review curriculum, supervision and instruction trends to guide development of future networks. After discussion of their recommended slate,

Mr. Kiser MOVED and Ms. Conran SECONDED acceptance of the recommended members of the Network Advisory Committee: Aubrey Moseley, Chair (TN); Gerald Bryant (NB); Nelson (Pete) Quinby (CT); Claire Yoshida (HI); and Mae Christian (GA). MOTION CARRIED.

Policy Analysis Report (Agenda Item 16). Current policy analysis efforts are focussed on the merit pay/career ladder issue and a report will be available in November.
A policy analysis questionnaire submitted in August to the Executive Council and Legislative Network requested feedback on current and future issues to aid in selecting policies for future analysis. Based on the information gathered, it was recommended that within the next year ASCD should undertake policy analyses in:

1. The impact of rising standards. This effort is already planned and will examine the long term consequences of the trend toward requiring more academic subjects of all students at the secondary level. It will also consider the impact of this trend on instructional fields, elective programs, equity and curriculum balance. The report will discuss the probable consequences of increased academic subject matter requirements on students' future roles as citizens, producers and parents;

2. The consequences of shifting educational control from local to state agencies. This would address the unprecedented amount of state legislative activity designed to improve public education, resulting from the reliance of policy makers on limited or inaccurate information. The analysis project would assemble information on major categories of legislative interventions and submit this to an expert panel who would evaluate the probable impact of each category of intervention. Categories might include reduced class size, merit pay/career ladders, competency testing of students, competency testing of teachers and prescribed curriculum. Evaluation of impact would include consideration of financing adequacy, potential for long-term school improvement and locus of control.

Action on Recommendation to Establish Reduced Membership for Retired Members (Agenda Item 17). The Executive Council asked the staff to develop a recommendation on the matter of a reduced membership fee for retired members, and

Ms. Lane MOVED and Mr. Estes SECONDED adoption of the following policy: "Active members who have reached the age of 55, and are no longer employed in education, may apply for a senior citizen membership rate at half the current cost of regular or comprehensive membership by submitting proof of age and retirement to the membership department. Such a rate shall continue indefinitely unless the member resumes professional employment."

The notice shall appear in Update as soon as possible and the policy shall be implemented in March, 1985, on a trial basis for one year with results reported to the Executive Council in March, 1986.

MOTION CARRIED.

Liaison and Developmental Activity Reports (Agenda Item 18):

- The 12th Annual ASCD Urban Curriculum Leaders Conference will be held December 6-8 in Tucson and will be attended by 40-50 assistant
superintendents and curriculum directors from major cities.

• The ASCD-Kent State Study Tours will be to Berlin/Poland (June 30-July 22, 1985) and China/Hong Kong/Taiwan (July 3-30, 1985), for which the current ASCD president serves as tour leader.

• The Association for the Study of Curriculum is an organization in Great Britain with which ASCD has liaison status. Institutional memberships are exchanged and officers are invited to participate in annual conferences.

• The ASCD-Institute for Curriculum Development International Seminar on the Core Curriculum will be held in the Netherlands in November, 1985. The Executive Director facilitated retaining John Goodlad to present the keynote address and papers presented at that meeting may be published.

• The Canadian Association for Curriculum Studies is the Canadian ASCD counterpart. Invitations to attend annual meetings are exchanged but until this year their meeting has been in conflict with the October Executive Council meeting.

• The National Coalition Against Censorship is supported by ASCD through its membership, and involves many organizations. It continues to be an effective way to fight censorship.

• The National Council for Accreditation of Teacher Education (NCATE) offers training to prepare qualified evaluators of colleges or teacher education preparation. In recent years the NCATE training has been done in conjunction with selected ASCD activities. Former ASCD President O. L. Davis, Jr., is the current ASCD NCATE representative.

• The National Consortium on Teacher Education (George Washington University) has asked for ASCD representation although it has not yet become active. An ASCD member will be asked to serve as representative.

• The Joint Committee for Standards in Education Evaluation produces excellent publication on standards in education. Former ASCD President Phil Hosford acts as ASCD's representative.

• The education group analyzing textbooks is a followup function of the Commission on Excellence. Ms. Hall represented ASCD at two summer meetings attended by several constituencies involved in using and producing quality textbooks (publishers, school-based persons, departments of education, associations, universities, and authors). Mr. Sigmon is representing the Executive Council in this effort to improve all of the processes involved in producing textbooks.

Proposed Information Feedback Plan (Agenda Item 19). Part of the long range plan called for the establishment of a person to serve the needs of ASCD in the area of research and information as outlined in Attachment C. After discussion,
Mr. Sigmon MOVED and Ms. Hughes SECONDED authorization of the Executive Director to fill the position of Acting Assistant Director for Research and Information at a salary to be determined by the Executive Council.

Mr. Quinby offered an AMENDMENT to the MOTION to establish a salary range of $32,000-$38,000, and Ms. Lane SECONDED the AMENDMENT.

The AMENDMENT was DEFEATED.

Ms. Conran offered an AMENDMENT to the MOTION to establish a salary range of $30,000-$35,000 and Mr. Quinby SECONDED the AMENDMENT.

The AMENDMENT CARRIED.

The MOTION CARRIED.

After further discussion,

Mr. Estes MOVED and Ms. Hughes SECONDED "that the matters of permanency, title, salary and level of this position are to be determined by the management and salary study to be conducted."

MOTION CARRIED.

**Agenda and Meeting Format for Executive Council and Board of Directors Meetings Held at the Annual Conference (Added Agenda Item).** Discussion developed around ordering the items on the agendas for the two governing bodies which will meet in Chicago. It was suggested that the Executive Council not hear some of the routine reports which must also be made to the Board of Directors and that primary attention be given to the budget, the five-year plan, and the management study. Similar suggestions were made for the Board of Directors meeting to assure that key items are highlighted and positioned to give them sufficient time. It was also recommended that new Executive Council members receive a brief orientation on procedure, issues, and process of the meeting before attending for the first time.

Discussion continued on whether Executive Council subcommittees should be continued, desirability of retaining a process observer or facilitator, staff providing better descriptive support materials for Council meetings, and other procedural matters of concern, and

Mr. Hunkins MOVED that the current Executive Council meeting format remain as a committee of the whole.
Ms. Lane SECONDED the MOTION and MOTION CARRIED.

A plan to provide a role outline and parliamentary procedures for new board members was encouraged, it was felt that a clear process should
be established before allotting at least two hours of board time to provide for its input into the five-year plan update, and they should be briefed on the progress of the management study. It was also suggested that hearings might be offered on special interests such as publications, institutes, or policy analysis for those with specific concerns.

**Executive Session on Level I Salary Policy Discussion (Added Agenda Item).** The Executive Director raised the issue of establishing a policy to determine Level I salaries until the management and salary structure study has been conducted. This matter also raised the issue of whether or not Associate Director positions should be for a limited or permanent term, and the sense of the Council was that this should now be a permanent position.

Mr. Quinby MOVED and Mr. Kiser SECONDED that all Level I jobs be regarded as continuing positions.

After discussion,

Ms. Conran MOVED and Ms. Jolivet SECONDED to TABLE the MOTION until the management study had been completed.

**MOTION TO TABLE CARRIED.**

**Contract to Construct Headquarters Building (Added Agenda Item).** The Executive Director reported that the contract had now been received to carry out the construction of the ASCD headquarters building at West and Cameron Streets in Alexandria, and that these had been forwarded to the association attorney for review and recommendation. He said that the officers would be provided a copy of this contract when it had received approval by the attorney and that subsequently all members of the Executive Council would be asked to approve the contract on the recommendation of the Executive Director.

**Meeting Adjourned.** The meeting was adjourned at 12:00 noon on Sunday, October 14, 1984.
### ASCD
Fringe Benefit Analysis

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<th>Type</th>
<th>Description</th>
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<td></td>
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<tr>
<td><strong>Statute</strong></td>
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<tr>
<td>Social Security</td>
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<td>Unemployment Comp.</td>
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<td><strong>Total</strong></td>
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<td><strong>1,849</strong></td>
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<td><strong>Leave</strong></td>
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<tr>
<td>Sick</td>
<td>15.6 days/year</td>
<td>6.0</td>
<td>1,458</td>
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<tr>
<td>Vacation</td>
<td>20.8 to 26.0 days/year*</td>
<td>9.0</td>
<td>2,187</td>
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<tr>
<td>Holiday</td>
<td>11 days/year</td>
<td>4.2</td>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>19.2</strong></td>
<td><strong>4,665</strong></td>
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<td><strong>Welfare</strong></td>
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<tr>
<td>Hospitalization</td>
<td>$2,144/year single</td>
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<td>$5,304/year dependent</td>
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<td>Life Insurance</td>
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<td>Disability</td>
<td>60% of salary; 6 month waiting period</td>
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<tr>
<td>Retirement</td>
<td>TIAA; 12% of salary**</td>
<td>25.1</td>
<td>2,182</td>
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<td><strong>Total</strong></td>
<td><strong>51.8</strong></td>
<td><strong>12,596</strong></td>
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* Depends on length of service
* Optional to employee; not all employees participate

**Assumptions:**
1. Calculations based on full time employees only
2. Based on average employee salary of $24,300
3. Employees use all of their sick leave
MEMORANDUM

TO:       Dr. Gordon Cavelti

FROM:    Lew Rhodes

DATE: September 25, 1984

SUBJECT: Recommendations for Reimbursement Policy for the major consultant on each videotape

Ron and I have been trying to determine an equitable policy for reimbursing the major consultant on new video productions. We need guidelines that indicate who to pay, when to pay, what to pay for, and on what basis. Why to pay is also an important issue since major authors of our publications are not paid. Here are my recommendations. I'd like your reactions.

Why to Pay:

Tapes differ from print publications in several significant ways.

- They are a major revenue source for the association;
- Tapes are costly to produce and each tape represents an investment that has to be recouped before it provides revenue;
- Sales are related to quality;
- To maintain quality control we have to assure that those involved in its production are accountable to us; and
- The development of a tape is a team effort. The consultant is actually serving as \textit{adjunct staff} rather than as an independent resource.

Who to Pay:

The individual with major responsibility for the development of the tape's content.
When to Pay:

No one will be reimbursed (except for expenses) for participation in the concept development stage. This is an association activity comparable to many of our committees and task forces. Once we have selected a particular concept outline, however, and decide to move into production, we will contract for content development services.

What to Pay for:

We will be hiring, in effect, an adjunct staff member to do necessary research, content development, contact with sites and resource people, and development of supplementary materials.

On What Basis:

At the end of the concept development stage we will have a good idea of the projected scope of the effort. This will enable us to negotiate contracts with both the consultant and a production agency. We should pay a flat rate based upon an estimate of the number of days times what we feel is an average daily rate appropriate to the situation and the nature of the task. We should avoid contracting on a daily rate basis since this makes it harder to maintain accountability, and raises issues for potential consultants about why so-and-so got more than I will.

Based upon the above guidelines, we would negotiate a contract that will specify:

- what has to be delivered (e.g. treatments, scripts, materials, etc.)
- when deliverables are due
- amount to be reimbursed and on what schedule (possibly linked to deliverables).

LAR

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INFORMATION FEEDBACK PLAN

Rationale for the Plan

ASCD's capacity to respond to the information needs of its members, and to incorporate those expressed needs into intelligent strategic planning for the future, is being challenged by the rapidly changing educational environment and by the emergence of sophisticated communications technology.

The plan outlined below has been designed to utilize environmental scanning techniques to better assess and anticipate members' needs for information; and to increase ASCD staff productivity by reducing redundant effort, maximizing the special knowledge of various staff members, and improving the consistency and timeliness of responses to members' needs.

Goals

The two broad goals for this plan are to:

1. Develop an internal mechanism to systematically collect, analyze, synthesize and disseminate data regarding the information needs of ASCD members; and to

2. Explicitly roles for staff members with regard to this process.

Structure

The structure outlined in figure 1 utilizes as sources of data five functions, two of which are existing sources that are not often viewed and used by the staff as data sources. The five functions include:

1. The tracking and use of requests for information received by ASCD staff,

2. The use of naturally occurring groups,

3. The routine analysis of newspaper reports and educational publications,

4. The development and use of a system for polling ASCD members

5. The creation of an advisory group of scholar, scientist and educators to study how social change may impact on education.

The remainder of this paper briefly describes each of the functions outlined above.
Information Request

Data on the information needs of ASCD members come into the office on an almost daily basis in the form of requests, both formal and informal, for information, service, or assistance. What is proposed here is to set up some kind of procedure that would allow the staff to systematically capture, tabulate, and maintain an on-going analysis of these request. Staff member typically receiving such requests would be asked to maintain a log in which they would record the nature (content) and frequency of requests received. At four-week intervals these logs would be reviewed by an information coordinator, who would tabulate and synthesize the requests received, pulling together the log entries from each participating staff member.

Naturally Occurring Groups

The association sponsors many conferences, meetings, workshops and institutes that could serve as relatively cost efficient, sources of information. Groups such as the Publications Board, the Program Development Committees, NCST's, and the Ad Hoc task forces are potentially excellent sources of information because they often represent the diverse attribute and characteristics of the ASCD's membership. Staff members conducting a meeting or conference would ask participants, or a sample of participants, to fill out a brief survey focused on their current perceived needs for information or the "hot" topics in education as they see them. Where appropriate, the survey process could be replaced or augmented by using a structured discussion with the participants, or a sample when the group is large. In either case the surveys and/or the content of the discussions would be briefly summarized by the staff member and submitted to the information coordinator. This could easily become a routine procedure whenever ASCD staff members conduct a meeting or conference. Obviously, some groups might be considered more useful than others for this process.

Polling Process

This would constitute a new and potentially powerful source of data for ASCD. Approximately 60 – 75 ASCD members would be asked to serve as poll members for a 24 month period. Periodically (perhaps quarterly) this group would participate in a telephone interview (survey) focused on their own needs or anticipated needs for information as well as issues or concerns emerging in their professional work setting. In addition, the executive staff might also wish to suggest questions or topics to include in the poll.

To do this with some validity and stability the entire process will need to be carefully planned, particularly the selection of poll panel members. ASCD will want to make sure that the polling panel is fairly representative of the various constituent groups that make up its membership. The information coordinator, with consultant assistance, would be responsible for setting up and managing this procedure.
Routine analysis of requests for information, assistance, services that are received both formally and informally by ASCD

On-going analysis of major newspaper reports of issues impacting on education as well as articles appearing in the leading education journals and publications

Active pursuit and use of naturally occurring groups such as conferences and advisory groups as sources of data about information needs of members

Management of data collection for analysis

Staff analysis function

Dissemination (access) function: transmitting the information to users

Establish an ASCD polling process or system to routinely identify and define information needs, new issues or trends, topics of concern

Using an advisory group of scholars, scientists, historians, psychologists to assess the future trends in terms of their potential impact on education
JOB DESCRIPTION

Title: Assistant Director, Research and Information

Reports to: Executive Director

Level I Position

Primary Responsibilities:

1. Research - Assist in designing and carrying out annual trends surveys in areas of elementary, middle, and secondary education; assist other staff members in periodic surveys and polls as needed or as requested by the Executive Council.

2. Electronic Conferencing: Work with staff and consultants in planning communication needs such as conferences and networks and coordinating their needs.

3. Trend Analysis System: Design and implement elements of the "Information Feedback Plan" which is planned to afford the Association with better data on developments in the areas of curriculum and instruction. In addition to scanning newspapers and publications, the system requires periodic polling of members on vital issues. Responsibility for coordinating the work of the advisory panel also is expected.

4. Information Requests: Supervise the work of a part time graduate student who will respond to member requests for information on research, educational programs, model schools, etc.

Secondary Responsibility:

1. Provide periodic training to staff on new communication technologies as they are brought into office utilization.
Affiliate Report (Agenda Item 10)

1.0 Affiliate Services

1.1 Since June the Associate Director has made two invitational visits to affiliates for long-range planning and conferences. (LRP 6.0.)

1.2 The affiliate office has responded to an average of 15 written and phone requests from affiliates per day. (LRP 6.0.)

1.3 Requests for the affiliate display unit, affiliate videotape and promotional materials have averaged 4 per week. (LRP 6.3.)

2.0 Affiliate Newsletter

2.1 Affiliate Action is published eleven times each year. A new column has been added this year focusing on the 1984 resolutions. (LRP 6.4.)

3.0 Membership Promotion

3.1 The complimentary membership program is currently in use by 23 affiliates. (LRP 6.3.)

3.2 The rebate program has been terminated after one year due to low participation. Final figures will be available in October. (LRP 6.3.)

4.0 Regional Meetings

4.1 Meetings will be held in three regions between December, 1984 and February, 1985. The Affiliate Advisory Committee will select the regions in October based on interest and need. Separate agendas will be developed for each regional meeting based on a survey of participants' needs. (LRP 6.1.)

5.0 Affiliate Advisory Committee

5.1 The Affiliate Advisory Committee will meet in Alexandria December 7-8, 1984. They will focus on strategies for strengthening affiliates. (LRP 6.7.)
## Program Development Budget Overview 1984-85

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget 1984-85</th>
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<tbody>
<tr>
<td>A. ASCD Networks</td>
<td>$ 8,000</td>
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<tr>
<td>B. Commission on Instructional Supervision</td>
<td>1,000</td>
</tr>
<tr>
<td>C. Curriculum Trends Surveys</td>
<td>8,000</td>
</tr>
<tr>
<td>D. Elementary School Network</td>
<td>15,000</td>
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<tr>
<td>E. High Schools for the Future</td>
<td>15,000</td>
</tr>
<tr>
<td>F. Policy Analysis</td>
<td>15,000</td>
</tr>
<tr>
<td>G. Supervision/Leader Behavior Training Design</td>
<td>12,000</td>
</tr>
<tr>
<td>H. Teaching Thinking</td>
<td>15,000</td>
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**Projects subtotal = $89,000**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget 1984-85</th>
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</thead>
<tbody>
<tr>
<td>I. Year of the Teacher</td>
<td>30,000</td>
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</tbody>
</table>

**Total = $119,000**
Item: Program Development Report

From: G. Jean Hall, Associate Director

Date: October, 1984

Action Requested: For information only.

Supplementary Information: The attached project descriptions were approved by the Executive Council at the June 1984 meeting to be placed in operation from October 1984 to August 1985.

Relationship to Goals and Five Year Plan: Each project description has been identified with an enabling strategy from the ASCD Long Range Plan.

Related Documents:

1. 1984-85 Program Development Budget Overview
2. Project Descriptions 1984-85 (A-H)

Action Taken:
A. **ASCD NETWORKS**

**Background:** ASCD's rapid growth has brought problems as well as opportunities. Some members lack a sense of identification and intimacy with the organization and its purposes. Consequently, they return fewer of their talents to ASCD.

**Purpose:** To encourage the development of networks within ASCD that meet current member needs and are compatible with ASCD's purpose.

**Product:** Several networks of ASCD members that communicate information among the network and to the Association on curriculum, supervision and instruction topics.

**Funding period:** October, 1984 - August, 1985

**Funding amount:** $8,000: $4,000 will support a meeting and conference calls of a Network Planning Committee; $4,000 will be available to support four networks at up to $1,000 each.

**Progress to date:** The members of the Network Planning Committee will be selected at the Executive Council's October, 1984 meeting. Five groups/individuals have already expressed interest in beginning networks. Application materials are available. The availability of networks was mentioned in the September *Update* and a more extensive article will follow later this year.

**ASCD Five Year Plan 1983-88:** The networks respond to constitutional purposes 3, 4 and 5 and cut-across the five year plan areas of curriculum development, supervision/leader behavior, dissemination and affiliates (6.10).
B. COMMISSION ON INSTRUCTIONAL SUPERVISION

Background: Seventy-five persons were selected to establish a continuing relationship at the 1984 and 1985 annual conferences. During conference sessions, resources and opportunities will be provided to the commission members; between conferences, participants will be encouraged to communicate with others who are working on common problems. Commission members were chosen by the officers from applications.

Purpose: The purpose of the Commission is to identify the important issues in the area of supervision, be aware of what is currently being done in the area of supervision by ASCD, react to ongoing projects and research on supervision, and recommend future directions for activities, projects, and research for ASCD. In addition to these goals established by ASCD, the commission members have elected to develop a definition for instructional supervision, examine existing models of instructional supervision, develop a training program based on the results of the Commission's work during the first year, and plan a national conference on instructional supervision.

Commission members who applied to work on this project are committed to a two year project.

Funding period: October, 1984 - August, 1985

Funding amount: $1,000

Progress to date: The full Commission met at the annual conference in New York City, divided into nine regional groups, and appointed a chairperson for each group. A meeting was requested by members in May, 1984 in Chicago and another will be held in November in Dallas. The Commission will meet for two full days prior to the annual conference on March 21-22 in Chicago, 1985.

Regional groups have used a Delphi technique to define supervision and have generated a list of critical issues in this area. In addition, they are developing a catalog of successful policies, practices, and programs and are surveying supervisors about program content for a possible ASCD sponsored conference devoted strictly to supervision. They will act as an advisory body in the development of a new ASCD videotape on supervision.

ASCD Five Year Plan 1983-88: Enabling Strategy 3.7. Establish process such as a three- or four-member panel to annually provide staff with expertise needed to direct association efforts in the area of supervision/leader behavior.
C. CURRICULUM TRENDS SURVEY

Background: The curricular practices in American elementary schools are presently not monitored nationally. There is a need to address the questions: "What are the current curricular practices in elementary schools?"; "How do these selected practices vary by geographical region and location of schools?"; and "How are these practices changing annually?"

Purpose: As a result of this study, an elementary school curricular practices survey will be developed and administered. The data from the survey will indicate the variance in current curricular practices. The survey, with minimal revision, will be administered on a yearly basis. This annual data base will enable ASCD to monitor trends across the country, to speak out on educational issues such as equity in the curriculum, and to assume a leadership role in policy development.

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

Funding period: October, 1984 - August, 1985

Funding amount: $8,000

Progress to date: Data from the survey were analyzed at George Washington University computer center using the SPSS program. Three sets of printouts were received (frequency and percentages, crosstab by school size, crosstab by size of area in which school is located). The framework for an administrative report has been set up. Plans have been made for two days of intensive review of the data in mid-October. Writing of the report and ensuing articles for ASCD publication will begin as soon as possible after the data review.


Enabling Strategy 2.10. Replicate elementary and secondary trend surveys.
D. ELEMENTARY SCHOOL NETWORK

Background: This project will bring together a network of elementary schools similar to the High School networks which have been meeting at ASCD for the past three years. The network concept has proven to be a successful model for studying and implementing change in participating schools.

Purpose: The network will help elementary schools plan for assuring that a balanced curriculum is provided for all elementary students. Network schools will be assisted in relating their own curriculum design to current reform efforts to meet the needs of all students in their schools.

A second purpose will be to help elementary schools design a process that assures continual focus on the improvement of teaching. The role of the teacher as a curriculum decision maker will also be discussed. Various staff development experiences will be examined in order to aid teachers in developing the intellectual capability of their students.

Funding period: October, 1984 - August, 1985

Funding amount: $15,000

Progress to date: A selection committee comprised of ASCD members representing various educational functions met in August to select 29 elementary schools to participate in the Elementary Network. The first meeting of the network is scheduled for October in Washington, DC. (School selected are listed on page .) The agenda was designed to share processes which would stimulate thinking about educational change, team building for change, and visions for future elementary schools. These processes will focus on curriculum, staff development and the use of technology in elementary schools. Suggestions for future network agendas, meeting locations, and the direction the network will take will be determined by participating schools.

Anchor Point School, Anchor Point, Alaska
Atlanta Grade School, Atlanta, IL
Brunswick Acres School, Kendall Park, NJ
Carrie Busey Elementary School, Champaign, IL
Crestwood Elementary School, Madison, WI
Diamond Elementary School, Fort Stewart, GA
Hamilton Park Elementary School, Dallas, TX
Harrison Avenue School, Harrison, NY
Hartwell Elementary School, Cincinnati, OH
Laura Ingalls Wilder Elementary School, Littleton, CO
Lawton Elementary School, Oviedo, FL
Lew Wallace School #107, Indianapolis, IN
Little Axe Elementary School, Norman, OK
Mahala F. Atchison School, Tinton Falls, NJ
Margaret L. Donovan, Randolph, MA
Martin Luther King, ECEC, Seattle, WA
Northwood Elementary School, Ames, IA
Northwood Elementary School (High Point Public Schools), High Point, NC
Ohio Avenue Elementary School, Columbus, OH
Pepperhill Elementary School, North Charleston, SC
Purdy Elementary School, Gig Harbor, WA
Rosy Mound Elementary School, Grand Haven, MI
St. Alphonus, New Orleans, LA
South Country School, Bay Shore, NY
Springdale-Memphis Magnet School, Memphis, TN
Stevens Creek School, Cupertino, CA
Vegas Verdes Elementary School, Las Vegas, NV
Walsingham Elementary School, Largo, FL
Whittier Elementary School, Royal Oak, MI
E. HIGH SCHOOLS FOR THE FUTURE

Background: Twenty-two high schools have been selected by ASCD to participate in a two-year High School Futures Planning Network. This will be the second year of the two year project. The primary goal of this network is to strengthen the long-range planning capabilities of network schools through an examination of the core curriculum, improved teaching strategies with emphasis on thinking skills, and use of technology in schools.

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

Funding period: October, 1984 - August, 1985

Funding amount: $15,000

Progress to date: The second meeting was attended by some 85 team members in Vail in July. A training session on strategic planning was carried out by Gordon Cawelti, including a presentation by Shirley McCune on learning trend analysis. Other topics included a session on educational technology and one on thinking skills conducted by Ron Brandt. All members were trained on computer conferencing. To date, several schools have gotten on line, and they will be billed for their monthly costs. Members of the network wanted additional time for discussion and sharing, and they assumed responsibility for future agenda building; in short, they assumed "ownership" for the network to a greater extent than was true in the general education group. The next meeting will be in February, 1985, and will be hosted by the Stuart, Florida team.

G. SUPERVISION/LEADER BEHAVIOR TRAINING DESIGN

Background: ASCD has an opportunity to take a highly-visible leadership position in the application of new technologies to the needs of its members. This opportunity derives from two seemingly different problems - one dealing with educational management and one with instruction.

Over the past several years studies, reports, and popular books have contributed to a general awareness of the need to improve organizational management in both the public and private sectors. In particular, leaders are deficient in "high touch" skills (how to address simultaneously both the task and social-emotional dimensions of their responsibilities) and "high tech" skills (how to use new tools most appropriately to accomplish their organization's purposes).

The public also has become increasingly aware of the discrepancy between what we do in instruction and what new technologies can allow us to do. Closing the gap however, is not a problem that can be overcome by awareness and training activities alone.

Effective impact from new tools usually requires that society wait a generation until decision-makers who have grown up with the tools take over. These new techniques are "hard-wired" into their consciousness, do not require extra thought and effort, and are perceived as aides to solutions rather than problems in themselves.

The problem: wait a generation, or do something now that will enable this generation of educational decision-makers to build the connections in their consciousness between their current operating problems and these new tools.

A particular example of this generational dilemma is the interactive videodisc. It is generally acknowledged in the videodisc industry that public schools are not a realistic market today. Because the interactive videodisc is an exquisite training delivery system it is gaining rapid acceptance in industry and the military. Both can capitalize on the technology's major value - effective training in less time.

Most of public education, unfortunately, is not organized to take advantage of this benefit. There, time is a constant (the course, semester, term), not a variable in instruction as it is in "training". At present the major education market for videodiscs appears to be the library where the disc's capacity to store data and pictorial information can provide immediate benefits.

There is no question that the interactive videodisc will be playing an important role in public education after a generation that has grown up with them takes over. But if we believe that this technology has potential for public education today we can help the present generation of decision-makers (who themselves, need to learn new skills in less time) discover the effects and consequences of this
technology from their experience with it as a training medium for skills that they want.

ASCD can provide an integrated response to both the management and instructional needs by leading the development of a videodisc-based, management behavior training program.

These materials will take advantage of the medium's ability to facilitate the natural process of learning - a process in which you have an experience and extract meaning from that experience. The instruction can use case studies, mentoring/role model situations and role playing. It will also be highly individualized, allowing learners to develop an understanding of their own management style and its relationship to their own work environments.

Purpose: In order to provide a more visible and effective program of training and educational experiences for members which will clearly identify ASCD as a leader in the supervision/leader behavior field, this committee will synthesize emerging leadership studies and design two-day and four-day and extended training experiences for leaders. This activity is a way to implement the supervision/leader behavior purpose of the constitution and is a part of the five-year plan.

Funding period: October, 1984 - August, 1985

Funding amount: $12,000

Progress to date: Two problems have to be addressed in implementing the concept: (1) how to develop the software, and (2) how to assure that it can be used since it requires hardware that is not widely available in education.

The latter concern has been partially resolved. Digital Equipment Corporation has offered the use of equipment in their 500-600 field offices across the country. This would be accessible to local educators evenings, weekends, and would mean that the software could be used with no capital investment on the part of local schools and universities.

The software development problem is a little more complex. We propose to address it in two steps: (1) a working design conference to identify the dimensions of the process and the resources available to it, and (2) a collaborative development process that may involve a network of public and private sector interests.

This working conference is the next activity to be coordinated by the Leader Behavior Task Force.
Purposes of Working Design Conference:

- To explore the viability of the concept and its priority in the range of problems facing education;
- To explore the dimensions of the expected development process, and
- To assess participant's interest in further involvement.

If these purposes are achieved, we will have a firm grasp of what is known and is being done in the areas of management training and interactive videodisc design; we will have a better definition of the end product; and will have an overall plan for development with required resources identified and committed.

Criteria for Participation:

Participants will be people who already agree on the problem/need we are addressing (i.e. better management training) and who, in addition, represent one or more areas of experience or expertise that must be represented in the project.

We have tentatively identified at least four categories of participants:

1. Individuals with management behavior training experience
2. Individuals with interactive videodisc training development experience
3. Organizations that might serve as software development centers
4. Potential sources of funding

ASCD Five Year Plan 1983-88: Enabling Strategy 3.2. Establish task force to synthesize emerging leadership studies by various individuals and agencies to redesign two-day, five-day, and extended training/educative experiences.
H. TEACHING THINKING

Background: Because of growing interest in teaching thinking skills, the Executive Council appointed a committee chaired by Stuart Rankin, Michigan, to plan an invitational conference on the subject. Participants at the conference, held at the Wingspread Conference Center, Racine, Wisconsin, in May 1984, suggested a number of ways ASCD might contribute to the teaching of thinking beyond the usual publications, institutes, and conference sessions already planned.

Purpose: The project has four branches, all intended to assist members in the development of thinking skills programs. The parts are:

1) a series of videotapes for staff development of teachers and administrators,

2) a resource book with descriptions of programs, reprints of valuable articles, information about tests, and so on,

3) a network of individuals and institutions interested in exchanging information about thinking skills programs, and

4) cooperation with other associations.

Funding period: October, 1984 - August, 1985

Funding amount: $15,000

Progress to date:

Videotapes--An advisory committee chaired by Jim Bellanca, Illinois, met in September. They envision a seven-part staff development program. Members of the committee are preparing concept papers which will be the basis for detailed production plans. If possible, we would like to have a general awareness tape and a set of tapes portraying teacher behaviors by May 1985.

Resource book--A planning committee chaired by Art Costa, California, met in August. All sections have been assigned to authors and copy deadlines have been set. The book is scheduled for publication in April.

Network--An announcement about the network was published in the September issues of Update and Educational Leadership. John Barell, New Jersey, has received several hundred responses already and is planning to start a newsletter.

Other Associations--Carolyn Hughes, Ohio, has been in touch with other members of her committee. They are making plans to survey other associations as to their interest in joint activities related to the development of student thinking.
The four committee chairs discussed ways to coordinate these activities when they attended the videotape planning meeting in September.

ASCD Five Year Plan 1983-88: Enabling Strategy 2.5. Establish committee to provide direction for ASCD in activities related to cognitive development/higher order thinking skills.

Enabling Strategy 2.11. Constitute committee to plan how ASCD can give greater leadership to helping develop teaching strategies that enhance desired learning outcomes in various subject fields - publications/conference, videotapes, etc., in collaboration with subject matter organizations.
Item: National Curriculum Study Institutes
   1983-84 Summary Report
   1984-85 Schedule of Institutes

From: G. Jean Hall, Associate Director

Date: October, 1984

Action Requested: For information/discussion only.

Supplementary Information: The summary of NCSI activities from 1983-84 will be forwarded to the Board of Directors in March, 1985. (Budget information for the second six months will be completed in October when the office moves to the new computer formatting; information was not available in September.)

   The list of 1984-85 NCSI topics, dates and sites is provided for your information only.

Relationship to Goals and Five Year Plan:

   Enabling Strategy 2.14 Increase number of NCSIs on topic of long-range planning, improving student achievement, and thinking skills.

   Enabling Strategy 3.10 Incorporate recommendations of 1983-84 task force into NCATE guidelines, workshops, and at least four NCSI programs.

   Enabling Strategy 3.11 Publish "Effective Supervisors" study in Educational Leadership and design at least one NCSI on topic.

Related Documents:

   1. 1983-84 NCSI Summary Report
   2. 1984-85 Schedule of Institutes

Action Taken:
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<th>INSTITUTE</th>
<th>DATE</th>
<th>LOCATION</th>
<th>ATTENDANCE</th>
<th>EVALUATION</th>
<th>INCOME</th>
<th>DIRECT EXPENSES</th>
<th>GROSS PROFIT</th>
<th>MARKETING OVERHEAD</th>
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<td>Beyond Computer Literacy: A Traveling Seminar</td>
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<td>Performance Incentives: Examining Differentiated Staff and Pay Programs</td>
<td>January 31-February 1, 1985</td>
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<td>23. Women's Leadership</td>
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<td>24. Teaching Thinking Skills</td>
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<td>25. Implementing and Improving Middle Schools</td>
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<td>32. Approaches to School Improvement</td>
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<td>47. Curriculum Design for Gifted and Talented Students</td>
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<td>49. Learning Styles and Teaching Strategies</td>
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<td>50. Supervising the Marginal Teacher</td>
<td>July 1-2, 1985</td>
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<td>58. Managing the Classroom:</td>
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<td>Discipline and Motivation</td>
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<td>60. Learning Styles and Teaching Strategies</td>
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### 1984 ASCD Resolutions

(Agenda Item 13)

#### Planned Action

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<tr>
<th>Resolution</th>
<th>Publications</th>
<th>Program Development</th>
<th>Governance</th>
<th>Affiliates</th>
<th>Conference</th>
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<td>1. National Reports</td>
<td>*● March, 84 EL</td>
<td>*● 9 NCSI's on curriculum reform &amp; school improvement</td>
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<td>*● Speeches by officers &amp; staff to affiliates</td>
<td>*● 1985 Annual Conference Strand</td>
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<td>2. Balanced Curriculum</td>
<td>*● General Education Network booklet Sept., 84</td>
<td>*● Elementary schools Network</td>
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<td>3. The Basics</td>
<td>*● Sept., 84 EL</td>
<td>*● 5 NCSI's on thinking skills</td>
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<td></td>
<td>*● 85 yearbook on cognitive development</td>
<td>*● Wingspread Conference on thinking skills</td>
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<td>4. Salaries for Teachers</td>
<td>*● Dec., 84 EL articles</td>
<td>*● 2 NCSI's on career ladders/merit pay</td>
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<td>*● Merit pay policy analysis</td>
<td>*● Year of the Teacher Plan</td>
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<td>*● 84 - 85 EL 3 articles</td>
<td>*● 3 NCSI's on classroom management</td>
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<td>*● Membership in DE coalition</td>
<td>*● Speeches by officers &amp; staff to affiliates</td>
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<td>* Update article</td>
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<td>+ 84 - 85 EL articles</td>
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<td>+ NCATE membership and training</td>
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<td># Collaboration with GWU teacher education group</td>
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<td># Letter to Reagan</td>
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<td>10. National Study of Desegregation/Integration</td>
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<td>11. Equity</td>
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<td># 1 NCSI on Women's leadership</td>
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**MEMBERS SHARE RESPONSIBILITY FOR ACTING ON EACH RESOLUTION**
Nominations Policies and Procedures: National and Board Elections
(Agenda Item 14)

Two ASCD elections are conducted each autumn to choose leaders for the association. Those elected assume office the following March at the close of the annual conference, replacing those whose terms are scheduled to expire that year. All members of ASCD are entitled to vote in the national election, helping to select (1) a president-elect, (2) a member-at-large of the executive council, (3) five members-at-large of the board of directors and (4) a member of the review council. Members of the board of directors are entitled to vote in the board election, helping to choose board representatives to the executive council.

A twelve-member nominating committee is responsible for preparing the slate for each of the two elections. This committee is chosen from ASCD members with broad knowledge of and experience in the association.

(1) The board of directors elects five of its current or former members for the committee at its first March meeting.

(2) The executive council elects five members for the committee, with careful attention to helping the committee be as representative of the membership as possible with regard to geography, ethnicity, gender, race and professional position.

(3) The president who will be in office during the work of this committee appoints two members to be carried over from the previous nominating committee, after consultation with the chairperson of that committee. At the time of their appointment to serve on the new nominating, one of these two individuals is designated to chair the committee.

After the annual conference, the president writes to the twelve nominating committee members confirming their appointments. In this correspondence the president states who is chairperson, points out that attendance at the annual conference the year they meet to prepare the slate is imperative, and that this service will interfere with other activities at the Conference. This correspondence also includes policies and procedures for ASCD elections, a list of positions to be filled in the election, the name and address of the nominations/elections coordinator, the name of the staff member designated to assist them, names and addresses of affiliate presidents, and current and past board members and presidents for the preceding five years and copies of the national and board slates for the preceding year.

The nominating committee is directed to select nominees who are members in good standing of ASCD who have demonstrated commitment and contribution to the association and the profession. No other restraints shall limit the identification of these candidates except that:
(1) no Review Council member may simultaneously serve on the Board of Directors, (2) Executive Council nominees, excepting the President-elect, must be members of affiliate units where they reside or are employed unless no affiliate unit is available, (3) Executive Council nominees from the Board of Directors must be current or former members of the Board (Executive Council, June 1976, p. 4).

Nominees should represent (1) demonstrated leadership accomplishments in terms of scholarship and/or significant professional contributions and (2) a reasonable balance of membership in terms of geography, ethnicity, gender, race, and professional employment. (Executive Council, June, 1979, p. 2). The slate of nominees named shall not include any member of the nominating committee. No person shall be nominated for the same post in two successive years.

A request for names of potential national election nominees is published in Update in the summer, giving the name and address of the chairperson of the nominating committee and asking that members send in names of potential candidates, including biographical information, activities in state and national ASCD, a vita, and contributions to education as a whole. A companion request is sent to all board members in the summer, encouraging submission of names of potential candidates for each of the elections with emphasis on the board election. An explanation of the dual election process and a copy of the item from Update should be enclosed. The executive director and the chairperson of the nominating committee will work out appropriate guides for gathering information.

A letter requesting input on each potential candidate is sent to affiliate unit presidents when potential nominees are identified. (Input on proposed candidates who may be identified at the annual conference is requested verbally from affiliate presidents during the conference, provided they have given the committee a means of contacting them.) The committee works at collecting biographical material throughout the year until they meet at the following annual conference to select the slate. All information submitted about proposed candidates is duplicated and sent to all committee members.

The Nominating Committee is to prepare a slate of three nominees for each position to be filled. An alternate for each position is also to be chosen to appear on the slate in the event that a candidate initially chosen is unable to run. A quorum of members must be present for this committee to take official action. Meeting times and places are to be clearly announced to all. A letter announcing the time and place of the first meeting is mailed to all committee members at least a month prior to the conference.

Before finalizing choices the nominating committee should verify the membership status of each nominee, should seek input from the affiliate leadership in the area where the potential nominee resides or is a member, should ascertain the willingness of each person to be a candidate and should inform each of conditions of candidacy. In this process, when informing candidates of their tentative nomination, the committee may disclose to each candidate the names of other candidates tentatively nominated for the same position.
The slate of tentative candidates is to be certified to the executive director by the chairperson of the nominating committee. Each person included on this slate shall receive a Statement of Conditions for Candidacy and copy of a Candidacy Affidavit from the Executive Director. Affidavits are to be mailed from ASCD headquarters by April 10 and returned by April 30.

Names of candidates, a brief description of ASCD elections, and the conditions for candidacy are to appear in a summer issue of Update.

The Executive Director will gather pictures and systematic biographies from all candidates of a standard length. Candidates for President-elect and for members of Executive Council will be asked to submit a statement of no more than 200 words regarding what direction they hope the Association might take if they are elected. (This should not be an "I will do" type of statement). The foregoing information for national candidates shall be published in an issue of Update which is sent, with a ballot, to active members of the Association by September 15. The parallel information on candidates in the board election is mailed only to board members by September 15. Instructions to return the ballots (and the return envelopes addressed to the ASCD National Election Teller or ASCD Board Election Teller) no later than November 15 are to be included with the ballots. The envelopes should be marked "National Election Ballot Enclosed--Use for National Ballot Only." or "Board Election Ballot--Use for Board Ballot Only." The two envelopes should be different colors.

The teller is appointed by the president of one of the three nearby ASCD units: District of Columbia, Maryland or Virginia. This service alternates between the three nearby units to avoid delivering ballots by mail since they could be lost. The teller will make arrangements with the ASCD Editorial Section and mailing house to monitor the mailing of the ballots. Inasmuch as this ballot must go third class because of the prohibitive first class mail cost, this ballot should be mailed no later than September 15 to be returned no later than November 15. However, the ballot and information will be mailed via first class mail to Puerto Rico, Hawaii, Alaska, Virgin Islands, and to all international members.

These ballots are held in the headquarters office, unopened, until they are delivered to the teller who supervises the count. Nominees for President-elect, for review council and for the Executive Council who receive the highest numbers of votes shall be declared elected. The five nominees for Board of Director members-at-large who receive the highest number of votes shall be declared elected. Terms for those elected start following the subsequent March conference. The names of candidates elected should appear in a January issue of Update.
Item: 15 Appointment of a five member Network Planning Committee.

From: Diane G. Berreth

Background and Information: The Executive Council acted in June, 1984 to establish ASCD networks as a program development activity. $4,000 of the $8,000 networks budget was set aside for a meeting and conference calls of the Network Planning Committee. The Committee will review network proposals and assess education trends that might lead to new networks. See pages 92 and 64 for additional information.

The Council is requested to act on this item early in the agenda by appointing a three person committee to meet with Diane during the meeting. A slate of Committee members can then be developed and voted on prior to the end of the October Council meeting.

Relationship to Constitutional Goals or Five Year Plan: The networks respond to constitutional purposes 3, 4 and 5 and cut across the five year plan areas of curriculum development, supervision/leader behavior, dissemination and affiliates (6.10).

Action Taken: