MINUTES

ASCD EXECUTIVE COUNCIL

June 20-23, 1985

Old Town Holiday Inn
Alexandria, Virginia

Carolyn Hughes, President
Gerald R. Firth, President-Elect
Phil C. Robinson, Immediate Past President
Gordon Cawati, Executive Director
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Minutes of the Meeting of the Executive Council

June 20-23, 1985 • Old Town Holiday Inn • Alexandria, Virginia

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THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MEETING

June 20-23, 1985
Old Town Holiday Inn
Alexandria, Virginia

Minutes

President Carolyn Hughes called the meeting to order at 1:30 p.m. on Thursday, June 20, 1985, with the following present:

Executive Council: Carolyn Hughes, President (OH); Gerald R. Firth, President-Elect (CA); Phil Robinson, Immediate Past President (MI); Roger Bennett (WI); Donna Jean Carter (MN); Pat Conran (IL); Robert Hanes (NC); Anna Jollivet (AZ); Marcia Knoll (NY); Elizabeth Lane (TN); Jean Marani (FL); Loren Sanchez (CA); and Bob Sigmon (VA).

ASCD Staff: Janice Adkisson, Acting Assistant Director for Research and Information; Diane Berreth, Associate Director for Affiliates; John Bralove, Business Manager; Ronald Brandt, Executive Editor; Gordon Cawelti, Executive Director; Anita Fitzpatrick, Administrative Assistant; Jean Hall, Associate Director for Program Development; Lewis Rhodes, Assistant Director for Technology; and Cindy Titus, Administrative Assistant.

Anita Fitzpatrick recorded the minutes.

Introduction. President Hughes welcomed the Executive Council to Alexandria and introduced new council members Bennett, Carter, Firth (President-Elect), and Sanchez. She personally and on behalf of the council commended the ASCD staff for the effort that went into the agenda and background materials format.

Approval of Previous Minutes.

Ms. Lane MOVED and Mr. Sigmon SECONDED approval of the minutes of the previous Executive Council meeting held in March at the annual conference. MOTION CARRIED.

* * * * *

The following is a summary of the actions taken at the June Executive Council meeting after deliberation and discussion. Discussions were recorded on tapes which will be kept on file at ASCD for one year.
Budget Reports:

- The August 31 close of the 1984-85 fiscal year is currently estimated to result in additional revenues of approximately $750,000 over what had been budgeted, due to continued membership growth and product sales. The council was asked to approve additional expenditures related primarily to this rapid growth, increased publications costs, conference program printing costs, salaries, equipment needs, and audiotape development:

  Ms. Lane MOVED and Mr. Robinson SECONDED recommended approval of additional budget expenditures, amounting to $116,500, which exceed 10% in excess of amounts budgeted for the areas in question: scholarly journal, new books, Update, audio-tape development, conference program, printing and mailing resolutions synthesis to total membership, salaries, and equipment. (Overages amounting to more than 10% of budgeted amounts in any category require officer or Executive Council approval.) MOTION CARRIED.

- A $5,924,675 revenues budget for the 1985-86 fiscal year beginning September 1 is projected, up 7.2% from the anticipated actual budget for the current year. This new budget includes continued focus on marketing, membership services, new equipment and expenses related to purchase and the move to the new ASCD headquarters, employee salaries and benefits, investment of excess income, and reserve funds. A preliminary estimate of expenses for the same period is $5,797,650, with $127,025 in excess of income over expenses.

- Funds amounting to $880,000 are currently invested in income producing accounts.

- With regard to election expenses,

  Ms. Conran MOVED and Ms. Jolivet SECONDED that election expenses be charged to governance to the extent to which they can be identified and permitted by accounting procedures. MOTION CARRIED.

- Any changes resulting from council discussion and other adjustments will be incorporated into the FY 1986 budget and

  Mr. Robinson MOVED and Mr. Sanchez SECONDED (1) to authorize transmittal of the FY 1986 budget to the Board of Directors in August for approval, and (2) to make a preliminary recommendation in March 1986 on the need for dues and/or product price increases. MOTION CARRIED.

New Building Report:

- The new ASCD headquarters building is scheduled to be completed mid-December and plans are being made to move December 20. A consulting
architect represents ASCD in the planning and building process, and the builder's architectural firm and bank representative review progress regularly to assure the work is conducted in accordance with plans and specifications.

- A letter of intent has been signed by a prospective buyer of ASCD's current headquarters building, with a settlement date of January 2, 1986. In order to proceed with the purchase contract, the council was asked to give the Executive Director authority to act, and

  Mr. Sigmon MOVED and Mr. Firth SECONDED "that the Executive Director is hereby authorized to sell ASCD's property at 225 North Washington Street, Alexandria, Virginia, for not less than $1,150,000 to the Non-Commissioned Officers Association."

  MOTION CARRIED.

(NOTE: It was subsequently learned that the prospect did not sign the letter of intent, but instead preferred to move immediately to negotiating a purchase contract.)

Affiliate Reports:

- 50 affiliates participated in the Presidents' Leadership Conference in held in Washington, DC, last May. Program content evaluations were high and positive feedback continues.

- Since 1983, twenty-two affiliates have participated in four pilot regional drive-in meetings designed to meet self-determined needs through peer training and sharing of concerns and successes. The Executive Council was asked to consider the recommendation of the Affiliate Advisory Committee to approve ongoing status for the regional drive-in meetings, and

  Mr. Sigmon MOVED that the regional drive-in meetings of affiliate presidents (1) be moved from pilot to ongoing status as an affiliate service, (2) that three meetings be funded each year in accordance with the funding recommended by the Associate Director for Affiliates, and (3) that evaluation be conducted at the end of two years. Mr. Sanchez SECONDED the MOTION, and MOTION CARRIED.

- As of April 1, 1985, Montana, North Dakota, Rhode Island, and the Virgin Islands did not meet the conditions of affiliation. All of these affiliates except Montana received a letter requesting a response to the allegation of not meeting the necessary conditions. Montana did not receive the letter because they are mailing a report with evidence of their compliance. North Dakota and Rhode Island responded, requesting one-year probationary status, and

  Mr. Sigmon MOVED and Ms. Knoll SECONDED approving a one-year probationary status for North Dakota and Rhode Island. MOTION CARRIED.
The Virgin Islands did not respond, and in accordance with affiliate policy, the Executive Council appointed the following to a three-member investigating committee (exclusive of council members or staff) to determine the validity of the allegations directed at the Virgin Islands:

Gwyn Brownlee (TX), Chair
Delores Greene (VA)
William Walker (IN)

- International affiliate activity included preliminary assessment of interest in establishing an affiliate in Italy-Spain. Jean Hall conducted a workshop with Madeline Hunter for the Department of Defense Dependents Schools Mediterranean Region in Vincenza, Italy, and stayed to discuss the possibility of an ASCD affiliate with twenty interested persons. Host nation, private school and DoDSS educators are encouraged to work together when discussing the formation of an international unit. The principal of a Vincenza high school is interested in taking a leadership role in establishing a Mediterranean affiliate which would also include Spain. Gordon Cavelti will be conducting a DoDSS workshop in Madrid in August and will pursue this possibility and report back to the council at its next meeting.

The headmaster of a private school in Hong Kong is in the process of assessing interest locally in forming an affiliate there, and more information will be disseminated as plans progress.

- The officers are recommending that the Affiliate Advisory Committee, with the help of an ad hoc member, undertake a study directed at discrepancies between affiliate and national ASCD. Tom Lubben, NJASCD President, presented a number of concerns (membership, accountability, affiliate diversity, and financial support) to President Phil Robinson prior to the 1985 Board of Directors meeting. These concerns were identified by nineteen affiliate leaders who met at a February regional leadership meeting in Boston. The Board of Directors authorized a study of these concerns at their March meeting.

Ms. Lane MOVED and Ms. Conran SECONDED the MOTION to appoint Tom Lubben, NJASCD President, to serve on the Affiliate Advisory Committee on an ad hoc basis to help them develop and prepare a report on discrepancies between affiliate and national membership to be given at the next Board of Directors meeting. MOTION CARRIED.

- A procedure incorporating the role of the Review Council into affiliate access to the Executive Council was presented and approved as follows:

It was MOVED and SECONDED that concerns about the welfare of ASCD should be directed in writing to the ASCD Review Council. If a further response is desired after the Review Council hears the concern,
the concern may then be directed in writing to the Executive Director and officers of the Association with copies to the liaison to the Affiliate Advisory Committee and the Associate Director for Affiliates. The Executive Director, in consultation with the officers, will exercise discretionary decision making in determining the appropriate resolution of such concerns. MOTION CARRIED.

• An Executive Council Liaison was appointed to the Affiliate Advisory Committee:

  Mr. Hanes MOVED and Ms. Knoll SECONDED "that Bob Sigmon continue as Executive Council liaison to the Affiliate Advisory Committee until March, 1986, and that the officers develop specific procedures for filling the role for consideration at the November Executive Council meeting. MOTION CARRIED.

The Executive Council open session was adjourned at 3:00 p.m. and reconvened immediately in closed session.

Executive Session:

• The ASCD organization study (Attachment 1) conducted by Cresap, McCormick, and Paget (CMP) was reviewed and the recommendations, the schedule of events, and various aspects of the CMP study were submitted. The details of the organization chart submitted as a part of the report were reviewed, and

  Mr. Sigmon MOVED and Ms. Conran SECONDED "that the recommendations submitted on the organizational structure be approved." MOTION CARRIED.

Information concerning details of the implementation plan were reviewed and discussed by the council, and

  Ms. Conran MOVED and Ms. Knoll SECONDED "to accept the implementation plan as presented by the Executive Director." (Attachment 1, page 5). MOTION CARRIED.

The contractual relationship with level 10 and above staff as presented in the new plan was reviewed, and it was pointed out that the terms of two associate directors were expiring in the months ahead. Following discussion, the following motions were made:

  Mr. Hanes MOVED and Ms. Lane SECONDED "that any new position at the director level be filled as a continuing position, subject to the annual performance-based appraisal system being accomplished." MOTION CARRIED.

  Ms. Conran MOVED and Ms. Jolivet SECONDED "that salary recommendations for current associate
directors' positions be made without changing those titles or moving to the new levels established, and that these salaries be established independent of the new organizational structure." MOTION CARRIED.

- Salary administration plan adopted. The details of the salary administration program recommended by Cresap, McCormick and Paget was reviewed and discussed. After minor modifications were made, which appear on this item in attachment 2,

Ms. Carter MOVED and Ms. Knoll SECONDED "to accept the salary administration program recommendations." MOTION CARRIED.

ASCD Long Range Plan Report:

- The planning process that has been followed over the past year for updating the ASCD long range plan was reviewed. Action was requested on recommendations for management principles to be followed, a mission statement, and six areas upon which ASCD will focus its efforts in the years ahead.

Data were reviewed on social trends that affect ASCD, learning trends that have been identified, and the composition of membership. Additions and changes were offered and agreed upon by consensus by the council on social trends, and considerable discussion amended the management principles. After further discussion, a mission statement was agreed upon and six areas of focus developed. All modifications made by the Executive Council appear in attachment 3 to these minutes.

Mr. Firth MOVED and Mr. Bennett SECONDED "to accept the Long Range Plan elements as agreed upon by consensus with interim reporting on progress expected between now and June, 1986, when full plans will be presented on the focus areas of early childhood education, thinking skills, and redefining the teaching profession." MOTION CARRIED.

Annual Conference Reports:

- The 1986 annual conference program theme is "Thinking and Learning, Bridges to the Impossible," and will incorporate the elements of the long range plan, recurring educational concerns, and current topics of interest to attendees.

- The 1985 Annual Conference held in Chicago received high program content and activity evaluations, in spite of housing difficulties encountered as the result of room block cancellations by hotels in favor of a larger convention group. Losses were assessed and ASCD has demanded compensation but the convention bureau has not yet responded.
Suggestions for next year include: obtain recommendations from affiliates for affiliate members to serve as facilitators for the various sessions and assemblies on the program; a technology event which would attract educators with technological and computer experience to demonstrate how they use new equipment in their schools.

The Executive Council was asked to think seriously about how to address the recurring conference low-attendance question and help identify what is different, better, or new.

- The March 1988 conference is scheduled for Boston, where the conference facility is under construction and has a completion date of January 1988. Serious concern was expressed about the possibility of the facility not being completed in time, and

  Mr. Sigmon MOVED and Mr. Hanes SECONDED reconsideration of the 1988 Boston conference site. MOTION CARRIED.

The staff was asked to gather data about other possible 1988 sites as an alternative and report to the council at its fall meeting. Because of the severe problems encountered in Chicago, and the desire to avoid another negative facilities problem with another conference,

  Mr. Hanes MOVED and Ms. Lane SECONDED consideration of the middle part of the country for 1988 in order to maximize all options at this late date. MOTION CARRIED.

- Possible east coast sites for the 1993 conference were discussed and

  Ms. Lane MOVED and Mr. Firth SECONDED (1) authorizing the staff to proceed with consideration of and information gathering on Washington, DC, Philadelphia, and Atlanta, for the 1993 annual conference site, and (2) consideration of Nashville as a possible site the next time a central location is selected. MOTION CARRIED.

Following a staff report on these cities at the next Executive Council meeting, a 1993 site will be determined.

- A conference profit and loss statement reflecting related income and expenses was submitted to the council for information. The budget of this major association focus is carefully monitored and attendance is a major variable factor.

- In accordance with policy, the President-Elect appoints the conference chair for his presidential year, and

  Mr. Firth MOVED and Mr. Robinson SECONDED the appointment of Pat Conran to serve as 1987 Conference Planning Committee chair. MOTION CARRIED.
Policy Analysis Reports:

- An analysis of the long term consequences of the increased standards of high school graduation requirements is undergoing its second draft with the third draft expected to soon be ready for review. At that time it will be decided what form of publication it will take.

- The next policy analysis effort will rank probable success of a variety of school initiatives at the state level, and will involve two steps: (1) a small group of experts will devise a set of criteria by which a new initiative could be ranked, and (2) once those criteria are devised, a panel will meet to rank possible initiatives. Examples of initiatives are career ladders, teacher testing and certification, curriculum graduation requirements, increased financial support for education, and educational organization structures issues such as changing academic calendars and college admission standards.

- A possible topic mentioned for future policy analysis is mandating of particular topics into the curriculum by state departments.

Policy Matters:

ASCD Handbook of Policies and procedures

- Under Section 703 of the ASCD Handbook of Policies and Procedures, the President's Discretionary Fund provides funds for secretarial/clerical support, postage and telephone expense, spouse travel, and other reasonable expenses during the officers' terms, and

  Ms. Marani MOVED and Ms. Jolivet SECONDED approval of the President's use of the President's Discretionary Fund. MOTION CARRIED.

- Under Section 703 of the ASCD Handbook of Policies and Procedures, the President's Institutional Support Fund provides for replacement for the officers if they need to be away from their professional duties while carrying out official ASCD activities, and

  Mr. Hanes MOVED and Ms. Carter SECONDED the President's request for a budget increase from $19,000 to $22,000 to cover the institutional replacement needs of the officers. MOTION CARRIED.

- Section 703, President's Fund, of the ASCD Handbook of Policies and Procedures, currently refers to only the president and president-elect, although the intent also includes the immediate past president, and

  Ms. Jolivet MOVED and Mr. Hanes SECONDED amending the ASCD Handbook of Policies and Procedures Section 703, President's Fund, to include the Immediate Past President, President, and President-Elect. MOTION CARRIED.
Employee Handbook of Policies and Procedures

- The Executive Council requested at its March meeting that the handbook delineate policy from procedure, and that the policies be returned to the council for action.

  Mr. Sigmon MOVED and Mr. Hanes SECONDED approval of the policy statements contained in the ASCD Employee Handbook of Policies and Procedures as amended. MOTION CARRIED.

- The Executive Director asked that the diligent efforts of Anita Fitzpatrick and Jean Hall to research, organize, and produce both handbooks be formally recognized.

Program Development Reports:

National Curriculum Study Institutes

- Based on the success of the six 1985 pre-conference institutes (800 registered), there will be twelve featured in 1986. Special attention will be given to good hotel facilities. Training-focused NCSIs will be offered and combination NCSI-annual conference registration is under consideration.

- The 1985-86 NCSI schedule (attachment 4) was reviewed and the council requested that detailed information on the use of minority consultants be available at the next Executive Council meeting. University facilities, although financially attractive, will not be used in the future because of recent unfavorable facilities evaluations, and because they are not equipped to provide adequate service and equipment.

- The new NCSI brochure will include the entire 1985-86 schedule, including two requested by the Germany affiliate.

ASCD Dissertation Awards

- Council members were asked to submit recommendations to serve as a panel of nine judges to select the ASCD Dissertation Award, keeping in mind a good balance in terms of gender, geographical, and job function. The panel will be formed in the fall.

Continuing 1984-85 Projects

- The following are projects budgeted in 1984-85 and continued into 1985-86:

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<td>Commission on Instructional Supervision</td>
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Curriculum Trends Surveys: 8,000
Elementary School Network: 15,000
High Schools for the Future: 8,000
Policy Analysis: 15,000
Supervision/Leader Behavior Training Design: 5,000
Teaching Thinking: 10,000

● New 1985-86 projects discussed were

1985-86 Budget

Netherlands Curriculum Meeting: $10,000
Early Childhood Project (1985 Resolution): 15,000
Redefining Teaching: 12,000
Commission on Legislative Participation and Policy Making: 5,000

An additional suggestion was made to approve the middle school network project, and after discussion,

Ms. Jolivet MOVED and Ms. Lane SECONDED "that
$5,000 be added to the program development
budget for initial selection effort for the
Middle School Project." MOTION CARRIED.

and

Mr. Robinson MOVED and Mr. Sigmon SECONDED
approval of the 1985-86 Program Development
budget, with the addition of the Middle
School Project. MOTION CARRIED.

● The Year of the Teacher project requires 75 more sponsors in order
for the House of Representatives to introduce a resolution establishing 1985 nationally as "The Year of the Teacher." A letter will be sent to
the Board of Directors providing background information and urging the
support necessary to accomplish this.

As the result of production of a Year of the Teacher public service
announcements, several interviews with notable persons have been
taped. A suggestion was made to produce these interviews in video-
tape format for possible future use, and

Ms. Jolivet MOVED and Mr. Sigmon SECONDED that "before
an expenditure is authorized, an assessment be made of
the possible cost, with a limit set at $2,000." MOTION
CARRIED.

Publications Report:

● The following book proposals were considered for approval:
Working Titles

1. "Course Writing: Current Approaches to Curriculum Development" by Allan A. Glatthorn;
2. "Beyond Effective Schools: Creating Excellence in School Districts" by Jerry L. Patterson, Stewart C. Purkey, and Jackson V. Parker;
3. "Handbook on Supervision" suggested by the ASCD Commission on Instructional Supervision;
4. "The Middle School--New Direction, New Promise" by Joe Bondi and Jon Wiles;
5. "Model Programs for Three and Four Year Olds" by Barbara Day.

After discussion,

Mr. Bennett MOVED and Mr. Firth SECONDED "support for Mr. Brandt's recommendations to publish these books."

Ms. Carter MOVED and Mr. Firth SECONDED to DIVIDE the MOTION. MOTION CARRIED.

It was MOVED and SECONDED to approve "Course Writing: Current Approaches to Curriculum Development" and "Beyond Effective Schools: Creating Excellence in School Districts." MOTION CARRIED.

It was MOVED and SECONDED to tentatively approve publication of "The Middle School--New Direction, New Promise" with the expectation that an outline of the contents would be presented for approval at the next meeting, and the understanding that the book would probably not be a comprehensive member offering. MOTION CARRIED.

It was MOVED and SECONDED to publish "Model Programs for Three and Four Year Olds" as a non-comprehensive membership publication. MOTION DEFEATED.

It was MOVED and SECONDED not to pursue publication of "Handbook on Supervision" at this time. MOTION CARRIED.

In addition, it was recommended that another book proposal, "Nature of Structured Academic Controversies" be published as a journal article, rather than as a book.


Because of the length of this book, he recommended that it be considered the equivalent of two ordinary books.
Ms. Conran MOVED and Mr. Sanchez SECONDED that "Developing Minds: A Resource Book for Teaching Thinking" be considered two books for comprehensive members. MOTION CARRIED.

- Council members had received concept outlines for the following proposed video-tapes:
  1. "Strategic Planning"
  2. "Teacher Supervision"
  3. "Motivation in Schools"
  4. "Problem Solving in Mathematics"
  5. "Pitfalls of Textbook Adoption and How to Avoid Them"
  6. "Teaching Strategies"

After consideration,


Mr. Sanchez MOVED and Ms. Lane SECONDED that a video-tape on "Pitfalls of Textbook Adoption and How to Avoid Them" be produced. MOTION CARRIED.

Ms. Conran MOVED and Mr. Bennett SECONDED approval of the video-tape "Strategic Planning." MOTION CARRIED.

- Publications Committee:

Ms. Jolivet MOVED and Ms. Marani SECONDED approval of the appointment of Ann Lieberman as 1985-86 Chair of the Publications Committee, and Meredith Gall and Mel Preussner to replace Bill Spady and Gil Valdez as committee members. MOTION CARRIED.

Leadership Foundation Report:

- The Board of Directors at its March meeting voted to discontinue the ASCD Leadership Foundation. They requested a review of foundation records to determine what provision had been made for distribution of collected funds, and since no such provision had been made,

Ms. Jolivet MOVED and Mr. Sanchez SECONDED submitting a recommendation to the Board of Directors to send letters over a Board-specified dollar amount to contributors, giving them the option of receiving a refund or applying the collected proceeds to the purchase of artwork for the new headquarters building. MOTION CARRIED.
The Executive Council adjourned in open session.

Second Executive Session:

The Executive Council reconvened in Executive Session and discussed the following:

• Implementation of the new organization plan. Considerable discussion centered around the matter of timing the openings and starting dates for the vacancies which will exist in the director positions of administrative services, field services, and program development. A number of suggestions were also made for assuring an orderly process of posting the vacancies.

Ms. Jolivet MOVED and Ms. Carter SECONDED that all three director level vacancies be filled simultaneously with a starting date of July 1, 1986. MOTION CARRIED.

• Expansion of Confer to Executive Council. President Hughes introduced the issue of expanding Confer to all members of the Executive Council by relating the three officers' current utilization of this conference system, and

Ms. Conran MOVED and Mr. Sigmon SECONDED that confer use be extended to all council members for a one-year pilot. MOTION CARRIED.

It was agreed that training would be conducted by mail and telephone since a printed pictorial is available. Council members will use their own computer terminals but the staff will send the memo describing the general equipment requirements to assess the needs insofar as the modem is concerned. Staff members Lew Rhodes and Jan Adkisson will be available by phone regarding specific needs. ASCD will cover the operating costs for the Executive Council use of Confer.

The Executive Council convened in Executive Session and reconvened in open session.

Liaison Reports and Actions:

• Lancaster-Lebanon Study Council:

Mr. Robinson MOVED and Mr. Hanes SECONDED authorization of an FY 1986 contract with the Lancaster-Lebanon (PA) Study Council to provide professional development. MOTION CARRIED.

• National Coalition Against Censorship:

Mr. Sanchez MOVED and Mr. Hanes SECONDED continued participation in the National Coalition Against Censorship with an annual contribution of $1,000. MOTION CARRIED.
National Council for the Accreditation of Teacher Education (NCATE):

Ms. Marani MOVED and Mr. Hanes SECONDED authorization of ASCD's considered continued participation in the National Council for the Accreditation of Teacher Education at an annual rate of $3,500. MOTION CARRIED.

The officers were requested to discuss with the Executive Director the appointment of ASCD's representative to NCATE.

President Hughes reported on plans for cooperating with Kent State again to sponsor study tours to Russia and China in the summer of 1986.

The Executive Director reported on the continued participation with the Joint Committee on Standards for Educational Evaluation with Phil Hosford as the ASCD delegate.

The Executive Director requested encouragement to have a representative attend the Triangle Coalition for Science and Technology in Education for the purpose of ascertaining the desirability of ASCD participation.

President Hughes reported on the continued affiliation with the Association for the Study of Curriculum in Great Britain, including her participation in their conference in the spring.

Mr. Robinson reported his plans to attend the Canadian Association of Curriculum Studies meeting in June since this is the official Canadian organization with whom ASCD has a liaison relationship.

ASCD Network Activity Reports:

President Hughes pointed out several issues which have arisen concerning ASCD-sponsored networks, including governance, newsletters, retaining control, service files, and fiscal accountability. While members felt it was a significant way to obtain broader participation, consensus seemed to be that these issues need to be resolved before expanding the number of networks, and the following actions were taken:

Mr. Robinson MOVED and Mr. Sigmon SECONDED "that no new networks be created prior to further consideration by the Executive Council." MOTION CARRIED.

Mr. Hanes MOVED and Ms. Knoll SECONDED "that the staff develop a specific plan for networks for the November Executive Council meeting." MOTION CARRIED.

Ms. Jolivet MOVED and Mr. Sigmon SECONDED "that the existing networks be informed of the Executive Council's actions, and that operational data from them would be useful." MOTION CARRIED.
Resolutions Committee Action:

Mr. Firth MOVED and Mr. Sanchez SECONDED the appoint-
ment of Duane Mattheis as Chair of the Resolutions
Committee. MOTION CARRIED.

Mr. Robinson MOVED and Ms. Jolivet SECONDED "that the
modified resolutions procedures, as amended, be accepted."
(Attachment 5). MOTION CARRIED.

MS. Knoll MOVED and Mr. Robinson SECONDED "that the
modified and amended resolutions procedure be published
with the call for resolutions." MOTION CARRIED.

Nominations and Elections Procedures Actions:

Ms. Carter MOVED and Ms. Knoll SECONDED "that full
documentation on nominations must be submitted by an
established cut-off date. Any nominations submitted
after that date must be on the appropriate forms and
must be submitted to both the Nominations Committee
Chair (with sufficient copies for all Committee mem-
bers) and the headquarters staff liaison." MOTION
CARRIED.

Mr. Hanes MOVED and Ms. Marani SECONDED "that the
procedure for obtaining signatures on Candidacy Af-
fidavits and Conditions for Candidacy be changed to
allow signing of these forms at the Annual Conference
when feasible." MOTION CARRIED.

Mr. Sanchez MOVED and Ms. Jolivet SECONDED "that the
proposed procedure (attachment 6) for filling vacan-
cies be adopted." MOTION CARRIED.

The report on current ASCD election procedures will be held over until
the next Executive Council meeting.

Review Council Report:

Mr. Firth, former Review Council Chair, stated that the Executive Coun-
cil had adequately addressed the concerns raised in the Review Council
report of open hearings, which was distributed to council members in
advance of the June meeting.

The Executive Council meeting adjourned at noon on Sunday, June 23,
1985.
I. SCHEDULE OF EVENTS IMPLEMENTING SALARY AND ORGANIZATION STUDY RECOMMENDATIONS

Adopted by Executive Council Action
June 21-22, 1985

June 21
- Approval by Executive Council of recommendations presented by Executive Director

July
- Completion of staff appraisals and updated job descriptions utilizing CMP representative; determine salary grades in consultation with supervisors

August 2
- Executive Director sets final salary grades and FY'86 compensation in consultation with officers

September 1
- New salary grades go into effect based on current jobs held by all staff
  - Some elements of new organization plan go into effect—will require revision of a few job descriptions at the time
  - Begin staff work refining and adopting new performance appraisal system recommended by CMP

November
- Begin search for applicants for the three director level positions (Administrative Services, Field Services, Program Development)

January 1, 1985 (or when new building is occupied)
- Additional elements of new organization plan go into effect—will require some revision of job descriptions (new positions of Personnel Coordinator, MIS Specialist begin)

March
- Appoint persons to take director vacancies

July
- Complete first cycle of new performance appraisal system
  - New director positions begin

September 1
- Completion of most elements of new organization plan go into effect—some revisions of job descriptions; transfer Research and Information to Program Development; begin search for Grants Coordinator; hire secretary for Director of Administrative Services; director level positions begin on annual contractual basis; employees at Grade 10 and 11 commence employment on an annual contractual basis which is renewable if the annual performance based appraisal system documents satisfactory work.
II. MAJOR WEAKNESSES OR DEFICIENCIES OF THE CMP RECOMMENDATIONS

1. Span of Control - While this is an important management principle, one can get as much agreement or more on seven (as the maximum reporting to the chief executive officer) as you can for four. Limiting the number to four tends to centralize decision-making to a greater degree than organizational trends indicate.

2. Cost-Effectiveness - I doubt that CMP would have recommended ten new positions had ASCD been in financial difficulty, and their recommendations come with no analysis of the benefits that will accrue to the association other than the implied relief in work load in the business management area.

3. Communication, Collaboration, Responsiveness - Although these principles are the clear responsibility of the leadership under any form of organization, they are and will be of such critical importance in the next decade that they command attention in the structure of the organization itself. Leaders need time to clarify the vision of the organization, keep it vital and responsive, and to engage their staff in problem-solving and productive work. The traditional organization recommended by CMP seems inattentive to changes in the work ethic. Organizational work is more and more competitive, and the most effective ones will necessarily be entrepreneurial in nature, seeking new services and products that enhance revenue and serve member needs.

4. Matrix Management - If ASCD is to adopt a strategy of sustained focus, traditional organization patterns do not permit executive staff members the latitude needed to "influence" their colleagues in legitimate ways (e.g., if a staff member is assigned a focus area such as early childhood education, that person needs to be able to go to publications, conference, NCSI, or the business manager to marshall resources). Similarly, we do not feel marketing is fragmented—it is a deliberate plan to have all staff members heading a product or service imbued with a sense of responsibility for generating plans to market same, but their final plan is to be authorized by the person in charge of marketing (business manager).

"What is most significant to developing leadership is three qualities all six (of the leaders in this book) share which correspond to the most positive attributes of the new social character; a caring, respectful, and responsible attitude; flexibility about people and organizational structure; and a participative approach to management, the willingness to share power. Furthermore, they are self-aware, conscious of their weaknesses as well as strengths, concerned with self development for themselves as well as others."

The Leader
Michael Maccoby
II. Major Weaknesses..., continued:

In addition to these deficiencies, there are three factors: uppermost in my mind that must be addressed in the reorganization which I do not believe were considered at all by CMP; or insufficient attention was paid to them:

1. Minority representation - at the executive staff level must be a priority concern and must be accomplished in the reorganization.

2. Executive Staff work load - while this is a prime consideration all the way through the reorganization issues, particular attention must be given to assure that "leaders have time to lead." This involves the issue of better time management among individuals concerned, but also the overall expectation level of director-level persons being realistic so as to allow them time to supervise, plan, coordinate, evaluate existing programs, or otherwise pursue creative ideas.

3. Work Flow - At its own initiative, the staff is now working on analysis of the nature of their work and how it affects, or should affect, others. There is agreement that greater departmental collaboration and communication is needed but this is only rhetoric until definition is given to the issue.
III. NEW FORMS OF COMMUNICATION UNDERWAY OR PLANNED

WHEN THE NEW BUILDING IS OCCUPIED

1. **Full Staff Meetings** - Will be held at least once a month and characterized by exchange of information, surfacing of problems, learning of ASCD services by department.

2. **Executive Staff Meetings** - Will be continued on a weekly basis except when schedules do not permit; composition of this group will change as new organizational structure emerges. Agenda tends to combine reporting and problem-solving activities. Minutes of this meeting are shared with entire staff.

3. **Retreats** - Expected to continue perhaps quarterly where the focus is problem solving on one or two topics; composition of group may undergo change.

4. **Departmental Meetings** - Will be required hereafter on a regularly scheduled basis with an agenda to be set by supervisors and members of the department. Need for interdepartmental meetings likely to emerge.

5. **Newsletter** - Published as part of staff meeting minutes and includes schedules, kudos, and other happenings in the office.

6. **Closed Circuit TV Announcements** - Will provide for daily announcements and information when the new headquarters building is occupied; located by elevators on each floor.

7. **Product Development Team** - Will meet monthly with appropriate members to explore new services/products to be considered for marketing.

8. **Staff Concerns Team** - Will meet periodically to provide continuing assistance in promoting staff collaboration and high morale.
IMPLEMENTATION PLAN FOR PROPOSED ASCD ORGANIZATION STRUCTURE 1985-86

1. Office Management and Personnel

1.1 Establish new position (Grade 6) as Supervisor, Personnel to
develop and administer program of recruitment, induction, comp-
pensation, record maintenance, appraisal, retirement, workman's
compensation.

Recruitment for position to be carried out with internal and
external search; employment in the fall of 1985 to begin in

1.2 Position reports to Anita Fitzpatrick, who would be Supervisor,
Personnel and Office Administration; currently handles office
administration.

1.3 Need to transfer responsibility for taking minutes and maintaining
records of minutes to governance office.

2. Publications

2.1 In order to relieve Ron Brandt of broad responsibilities for regular
publications program plus extensive videotape operation, establish
new position of Managing Editor, Educational Leadership, (Grade 8)
with recruitment to begin immediately and employment in the summer.
Must be person with educational background as well as strong
editorial skills.

2.2 Concentrates efforts of Lew Rhodes on the development of high quality
videotapes, reduces his role in the general area of technology.

3. Program Development

3.1 Locates Research and Information in this department as more logical
arena in which to work and collaborate. Although R & I also serves
publications and conference, our research emphasis in the years ahead
must aggressively serve the areas focused upon in the ASCD Five Year
Plan in addition to helping keep the NCSI program fine tuned to mem-
ber needs. The Research and Information area will probably need the
addition of a research analyst in FY'87 if the Executive Council
supports the recommended emphasis in the Five Year Plan; transfer of
RIS to occur in September, 1986.
Implementation Plan..., continued:

3.2 Establish new position of Grants Coordinator (Grade 6) for the purpose of pursuing additional resources for program development. A major association must be competitive for funds to do research, establish model programs, demonstration centers, and hold conferences. Recommend this as two year trial position to ascertain benefits accruing to ASCD. Recruitment to begin in June, 1986, and commence employment in September.

3.3 Long range plan calls for intensifying training type of NCSI programs.

3.4 The Director position will be opened and advertised in November, 1985, in order that a selection be made by March, 1986, with employment to begin in July.

4. Field Services

4.1 Advertising and recruitment for Director, Field Services, to be undertaken in November of 1985 with employment to begin in July, 1986, following selection in March.

4.2 Contract for Diane Berreth be extended at this meeting for a period of one year ending July 1, 1986.

4.3 Formally assigns a new expectation in this department for coordinating internal-external communications. This means 1) directing the work of the public relations consultant and, 2) coordinating internal communication and providing process and facilitating assistance to the regular forms of departmental and all staff communication.

4.4 Depending on future directions of ASCD networks and policy analysis activity, it is anticipated that an additional professional person will be needed in this department in FY'87.

4.5 One additional part time person will be added to help with newly acquired responsibility for taking Council and Board minutes, starting in October, 1985.
Implementation Plan... continued:

5. **Annual Conference**

5.1 Retain as a separate department because of its specialized nature of work; principal need is to strengthen coordinated planning approaches for selecting topics and speakers and on-site management of the conference—-which can be accomplished as it now exists.

6. **Administrative Services**

6.1 Establish new position of Director, Administrative Services, (Grade 10) and begin search in November, 1985, with employment to commence in July, 1986. Responsibility to be for the overall direction of business affairs, membership, and order processing departments. A secretary will be recruited for this office beginning in September, 1986.

6.2 Establish an additional Membership Assistant and Order Processing Assistant (Grade 2) who will be trained in serving a customer relations role for each department. Recruitment to begin immediately and employment to commence in July. This relieves both managers to provide more overall supervision, planning and evaluation for their respective functions.

6.3 Establish new position of Management Information Systems Specialist, (Grade 7), and begin internal and external search in September, 1985, with employment to commence in January, 1986. Responsibility to be for developing integrated MIS throughout ASCD offices.

6.4 Business Affairs Department to provide leadership and coordination of the marketing function of the association. Part-time secretarial help to be provided to Mary Hines, HRDP Coordinator, in order that she be freed to assist the Manager of Business Affairs in marketing—to begin after return from maternity leave.
RECOMMEND THAT THE EXECUTIVE COUNCIL:

1. **Adopt** the salary structure recommended by Cresap, McCormick and Paget as stipulated on the attached "Recommended 1985 Salary Structure" document--to be implemented on September 1, 1985, with the exception of the two associate director positions which are completing limited term contracts; these two positions will go on the new salary program in FY 87 (July, 1986).

2. **Assign** the salary grades to all ASCD staff members as contained in the enclosed listing effective September 1, 1985.

   NOTE: these represent essentially the CMP recommendations but some minor changes will come as job descriptions are developed by CMP in July.

3. **Approve** salary adjustments for all staff members based on the following principles guiding such adjustments (to be set in consultation with officers following appraisals in July and early August):

   3.1 All those currently falling below the minimum salary level with the recommended structure be moved at least to the minimum.

   3.2 All those falling at the minimum level be moved in the direction of the 1st quartile salary recommended in the structure.

   3.3 All those falling at the 1st quartile be moved in the direction of the mid point on the salary recommended in the structure.

   3.4 Those employees with six or more years of ASCD experience be moved more rapidly in the directions indicated.

   3.5 That the discretionary latitude remaining be based on performance appraisal results in July and August.

4. **Authorize** the Executive Director to develop the performance appraisal system recommended by CMP for implementation in the fall with first total utilization ended in the summer of 1986.
### Salary Administration Program Study

**Recommended 1985 Salary Structure**

(Effective March 1, 1985 - February 28, 1986)

<table>
<thead>
<tr>
<th>Salary Grade</th>
<th>Point Range</th>
<th>Quartile: 1st Minimum ($000)</th>
<th>25th% ($000)</th>
<th>Midpoint ($000)</th>
<th>75th% ($000)</th>
<th>4th Maximum ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>441 &amp; Above</td>
<td>$70.8</td>
<td>$79.7</td>
<td>$88.5</td>
<td>$97.4</td>
<td>$106.2</td>
</tr>
<tr>
<td>11</td>
<td>401 - 440</td>
<td>45.2</td>
<td>50.9</td>
<td>56.5</td>
<td>62.2</td>
<td>67.8</td>
</tr>
<tr>
<td>10</td>
<td>361 - 400</td>
<td>37.6</td>
<td>42.3</td>
<td>47.0</td>
<td>51.7</td>
<td>56.4</td>
</tr>
<tr>
<td>9</td>
<td>321 - 360</td>
<td>32.8</td>
<td>36.9</td>
<td>41.0</td>
<td>45.1</td>
<td>49.2</td>
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<tr>
<td>8</td>
<td>281 - 320</td>
<td>29.0</td>
<td>32.3</td>
<td>35.5</td>
<td>38.8</td>
<td>42.0</td>
</tr>
<tr>
<td>7</td>
<td>241 - 280</td>
<td>25.3</td>
<td>28.2</td>
<td>31.0</td>
<td>33.9</td>
<td>36.7</td>
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<tr>
<td>6</td>
<td>201 - 240</td>
<td>22.0</td>
<td>24.5</td>
<td>27.0</td>
<td>29.5</td>
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<td>5</td>
<td>161 - 200</td>
<td>19.2</td>
<td>21.4</td>
<td>23.5</td>
<td>25.7</td>
<td>27.8</td>
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<tr>
<td>4</td>
<td>121 - 160</td>
<td>17.1</td>
<td>18.8</td>
<td>20.5</td>
<td>22.3</td>
<td>24.0</td>
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<tr>
<td>3</td>
<td>81 - 120</td>
<td>15.0</td>
<td>16.5</td>
<td>18.0</td>
<td>19.5</td>
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<td>2</td>
<td>41 - 80</td>
<td>12.5</td>
<td>13.8</td>
<td>15.0</td>
<td>16.3</td>
<td>17.5</td>
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<tr>
<td>1</td>
<td>0 - 40</td>
<td>10.4</td>
<td>11.5</td>
<td>12.5</td>
<td>13.6</td>
<td>14.6</td>
</tr>
</tbody>
</table>

*The salary range midpoints approximate the projected September 1985 market base salary levels for each salary grade. The salary range minimums and maximums were established by using the following percentage spreads: 55, 50, 45, and 40 per cent for salary grades 12, 11-9, 8-5, and 4-1, respectively. The percentiles represent the middle numbers between the minimum and midpoint (25th percentile) and the midpoint and maximum (75th percentile). All figures were rounded to the nearest 100 dollars except for the midpoints. They were rounded to the nearest 500 dollars.*
VIII. SIX AREAS OF FOCUS FOR LONG RANGE PLAN

<table>
<thead>
<tr>
<th>Area</th>
<th>Beginning in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Education and care of young children</td>
<td>FY'86</td>
</tr>
<tr>
<td>2. Thinking skills</td>
<td>(continuation)</td>
</tr>
<tr>
<td>3. Redefining the teaching profession</td>
<td>FY'86</td>
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<tr>
<td>4. Emerging knowledge of effective leadership and supervisory behavior</td>
<td>FY'87</td>
</tr>
<tr>
<td>5. Proficiency in mathematics and communication as tools for learning in a balanced curriculum</td>
<td>FY'87</td>
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<tr>
<td>6. Technology and the content and process of education</td>
<td>FY'87</td>
</tr>
</tbody>
</table>

In the months ahead, definition and direction will be given to these areas as detailed plans for marshalling ASCD resources will be presented as recommendations to the Executive Council in June, 1986.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/15-16/86</td>
<td>Systematic Curriculum Planning</td>
<td>New York City</td>
</tr>
<tr>
<td>4/21-22/86</td>
<td>Essentials of Effective School Leadership</td>
<td>Annapolis</td>
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<tr>
<td>4/28-29/86</td>
<td>Staff Development: What Schools Can Learn from HRD and Industry</td>
<td>Williamsburg</td>
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<tr>
<td>5/5-7/86</td>
<td>Curriculum Planning and Implementation</td>
<td>New Orleans</td>
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<td>5/12-13/86</td>
<td>Learning Styles</td>
<td>St. Louis</td>
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<td></td>
<td><strong>Atlantic City Series</strong></td>
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<tr>
<td>6/25-27/86</td>
<td>Skills for Instructional Supervision</td>
<td>Atlantic City</td>
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<tr>
<td>6/25-27/86</td>
<td>Thinking Skills Training-The Quest Program</td>
<td>Atlantic City</td>
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<tr>
<td>6/25-26/86</td>
<td>Student Motivation</td>
<td>Atlantic City</td>
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<tr>
<td>6/25-27/86</td>
<td>Instructional Leadership</td>
<td>Atlantic City</td>
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<tr>
<td>6/26-27/86</td>
<td>Management Skills for for the 21st Century</td>
<td>Atlantic City</td>
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<tr>
<td>6/25-27/86</td>
<td>Learning Styles</td>
<td>Atlantic City</td>
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<tr>
<td>6/25-27/86</td>
<td>Instructional Improvement</td>
<td>Atlantic City</td>
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<td>6/25-27/86</td>
<td>Curriculum Management</td>
<td>Atlantic City</td>
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<td>6/25-27/86</td>
<td>GT Curriculum</td>
<td>Atlantic City</td>
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<tr>
<td>6/25-27/86</td>
<td>Effective Teaching</td>
<td>Atlantic City</td>
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<tr>
<td>6/25/86</td>
<td>Creative Thinking</td>
<td>Atlantic City</td>
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<tr>
<td>6/26-27/86</td>
<td>Planning for the Teaching of Thinking</td>
<td>Atlantic City</td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Location</td>
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<tr>
<td>7/21-23/86</td>
<td>Skills for Supervision and Peer Coaching</td>
<td>Anaheim</td>
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<td>7/21-23/86</td>
<td>Thinking Skills Training: &quot;Teaching for Intelligent Behavior&quot;</td>
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<td>7/21-23/86</td>
<td>Effective Teaching for Improved Engaged Time and Achievement</td>
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<td>Instructional Leadership</td>
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<td>Teacher Performance Evaluation</td>
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<td>Adult Learning and Staff Development</td>
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<td>Learning Styles</td>
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<td>Student Motivation and Classroom Management</td>
<td>Anaheim</td>
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<td>7/31-8/1/86</td>
<td>Strategic Planning for Schools</td>
<td>Hilton Head, SC</td>
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<td>8/11-15/86</td>
<td>Approaches to Teaching Thinking</td>
<td>Alexandria</td>
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<td>8/18-22/86</td>
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<td>Vancouver</td>
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<tr>
<td>Date</td>
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<td>Site</td>
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<td>10/17-18/85</td>
<td>Planning for the Teaching of Thinking</td>
<td>Chicago</td>
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<td>10/24-25/85</td>
<td>Defining Career Ladder Competencies</td>
<td>Dallas</td>
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<tr>
<td>11/7-8/85</td>
<td>Effective Schools: What Research Says About Improving Student Learning</td>
<td>Montreal</td>
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<tr>
<td>11/4-7/85</td>
<td>Instructional Leadership Training for Principals</td>
<td>Williamsburg</td>
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<tr>
<td>11/14-15/85</td>
<td>Supervision for School-Based Instructional Improvement</td>
<td>Boston</td>
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<tr>
<td>11/18-19/85</td>
<td>New Research on Adult Learning: Implications for Staff Development</td>
<td>San Francisco</td>
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<tr>
<td>12/4-6/85</td>
<td>Project Impact: Training Teachers to Teach Thinking</td>
<td>San Antonio</td>
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<tr>
<td>12/9-10/85</td>
<td>New Directions for Elementary Schools</td>
<td>Palm Beach</td>
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<tr>
<td>1/9-10/86</td>
<td>Middle Schools</td>
<td>Charleston</td>
</tr>
<tr>
<td>1/16-18/86</td>
<td>Supervisory Skills: Promoting Teacher/Thought/Commitment/Choice</td>
<td>Phoenix</td>
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<tr>
<td>1/23-24/86</td>
<td>Staff Development for School Improvement</td>
<td>Orlando</td>
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<tr>
<td>1/30-31/86</td>
<td>Learning and Teaching Styles: Principles and Practice</td>
<td>Savannah</td>
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<tr>
<td>2/3-4/86</td>
<td>Designing Differentiated Roles for Teachers</td>
<td>Anaheim</td>
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<tr>
<td>2/10-11/86</td>
<td>Effective High Schools: Research into Practice</td>
<td>Sarasota</td>
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</tbody>
</table>
Pre-Conference Institutes

2/26-28/86 Skills for Effective Instruction San Francisco
2/26-28/86 Thinking Skills Training - Philosophy for Children San Francisco
2/27-28/86 Imaginative and Creative Thinking San Francisco
2/27-28/86 Issues in Instructional Supervision San Francisco
2/27-28/86 Overview of Thinking Skills Programs San Francisco
2/27-28/86 Career Ladders/Career Development for Educators San Francisco
2/27-28/86 Textbook Selection and Evaluation San Francisco
2/27-28/86 New Directions for Elementary Schools San Francisco
2/27-28/86 Managing Curriculum and Instruction in Schools San Francisco
2/27-28/86 Communication Across the Curriculum San Francisco
2/27-28/86 An Analysis of Teacher Appraisal Systems San Francisco
3/13-14/86 Curriculum for Early Childhood Programs Alexandria
3/20-21/86 Establishing a Favorable Climate for Effective Supervision Las Vegas
3/24-25/86 Curriculum Evaluation Indianapolis
4/3-4/86 Outcome-Based Schooling Chicago
4/10-12/86 Teaching Strategies for Critical and Creative Thinking Washington, D.C.
MEMORANDUM

TO:    Resolutions Committee
       Ron Brandt
       Sarah Arlington

cc:    Gordon Cawelti
       Gerald Firth
       Carolyn Hughes
       Phil Robinson

FROM:  Diane G. Berreth, Associate Director

DATE:  June 28, 1985

RE:    Changes in ASCD Resolutions Approval Process

During its June meeting the Executive Council modified the Resolutions approval process. Their modifications included:

1. Changes in the general procedures (attached).

2. A change in the distribution of resolutions at the Annual Conference. The initial resolutions will be distributed to conference attendees in their registration packets. The Resolutions will be in reduced type, front to back, on 8½ x 11" sheets and will include the general procedures. They will also include an announcement of the time of the open hearing.

3. A publications staff member will be assigned to attend the Open Hearing for editorial assistance. That staff member will also supervise provision of clerical assistance to the Resolutions Committee chair immediately after the Open Hearing.

4. The Annual Conference Program will list the three agenda items of the Business Meeting: The State of ASCD, Consideration of Resolutions and Opportunity for Statements by Members.

   This third agenda item will replace the consideration of statements of concern during the Consideration of Resolutions. Instead, during the Opportunity for Statements, members may state concerns from the floor. These will be transmitted to the Executive Council for appropriate action.

5. President Carolyn Hughes will develop further suggestions on format for resolutions. This will be available from the affiliate office.

6. The Call for Resolutions will be placed in the September Update, rather than the November Update, to allow more time for submission of proposed resolutions to the Resolutions Committee.

Enclosures
Carolyn Hughes, President  Gerald R. Firth, President-Elect  Phil C. Robinson, Immediate Past President  Gordon Cawelti, Executive Director
ASCD RESOLUTIONS

General Procedures

1. Given the allotted time for the Annual Business Meeting, debate on each resolution is limited to eight minutes, with two minutes per speaker.

2. Authors or representatives of the resolutions must be present during the Business Meeting and Open Hearing in order for the resolution to be considered.

3. All resolutions must reach the Resolutions Committee prior to the Open Hearing in order to be considered for endorsement by the Committee.

4. An amendment to a resolution may be proposed from the floor provided that it is not so substantive a change as to create a new resolution. Proposed changes in wording intended only to clarify the meaning of the resolution should be submitted in writing to the Chair of the Resolutions Committee. Such changes will be taken under advisement when the resolution is edited for publication.

DGB:ct

6/28/85
ITEM 20C: Clarify procedure for filling vacancies in elective positions

FROM: Diane G. Berreth, Associate Director
       Governance

SUPPLEMENTARY INFORMATION: The election of Roger Bennett and Donna Jean Carter to the Executive Council has presented us with two vacancies not covered by our current procedures. The vacancies are as follows:

- Roger Bennett's board election to the Executive Council leaves his Member-at-Large position on the Board vacant through March 1987.
- Donna Jean Carter's national election to the Executive Council leaves her Member-at-Large position on the Board vacant through March 1988.

I recommend that the following section be added to our election procedures:

<table>
<thead>
<tr>
<th>Vacancies</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vacancies in nationally elected positions, with</td>
<td>Carter</td>
</tr>
<tr>
<td>the exception of the Review Council*, that occur</td>
<td></td>
</tr>
<tr>
<td>through a) death or resignation from all such positions, or b) national</td>
<td></td>
</tr>
<tr>
<td>election to another position, will be filled through the next national</td>
<td></td>
</tr>
<tr>
<td>election if the duration of the vacated term is at least two years.**</td>
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</tr>
<tr>
<td>2. Vacancies that occur as above for which the duration of the</td>
<td></td>
</tr>
<tr>
<td>vacated term is less than two years will not be filled.</td>
<td></td>
</tr>
<tr>
<td>3. Vacancies in Member-at-Large positions that occur by board election</td>
<td>Bennett</td>
</tr>
<tr>
<td>to the Executive Council will not be filled. The electee will continue to</td>
<td></td>
</tr>
<tr>
<td>hold one vote on the Board.</td>
<td></td>
</tr>
<tr>
<td>4. Vacancies in board elected positions that occur</td>
<td>Bennett</td>
</tr>
<tr>
<td>through death or resignation from all such positions will be filled at</td>
<td></td>
</tr>
<tr>
<td>the next board election if the duration of the vacated term is at least</td>
<td></td>
</tr>
<tr>
<td>two years.</td>
<td></td>
</tr>
<tr>
<td>5. Vacancies that occur in board elected positions for which the duration</td>
<td></td>
</tr>
<tr>
<td>of the vacated term is less than two years will not be filled.</td>
<td></td>
</tr>
</tbody>
</table>

*Note: Executive Council procedures already allow for the appointment of replacements to the Review Council if a position becomes vacant.

(continued)
ITEM 20C, continued

**Note:** Two years is construed as that period which would allow a newly elected replacement to be nominated, elected, and to serve for a minimum of twelve months from March to March.

RELATIONSHIP TO GOALS & FIVE YEAR PLAN: Clarification of current Executive Council procedures.

ACTION TAKEN: