MINUTES

ASCD EXECUTIVE COUNCIL
March 21 and 26, 1985

Hyatt Regency Hotel
Chicago, Illinois

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

Minutes of the Meeting of the Executive Council

March 21 and 26, 1985 • Hyatt Regency Hotel • Chicago, Illinois

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THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MEETING

March 21 and 26, 1985
Hyatt Regency Hotel
Chicago, Illinois

Minutes

President Phil Robinson called the meeting to order at 8:30 a.m. on
Thursday, March 21, 1985, with the following present:

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

Review Council: Gerald Firth, Chair

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.

Guests: Eugene R. Smoley, Jr. and Jim Moss of Cresap,
McCormick and Paget (organizational structure
and compensation study consultants).

Introduction (Agenda Item 1). President Robinson welcomed the
group to the 1985 Annual Conference and expressed his concern for
council member Pat Conran (IL) who had been involved in an automobile
accident and would not be at the meeting. He reviewed his year as
president and thanked the officers, staff, and council members for
their support and diligence.

Approval of Previous Minutes (Agenda Item 1). The accuracy of a
motion pertaining to an effective supervisors study (page 11 of the
October 1984 minutes) was questioned since the action would authorize
a duplication of a previous effort in the area of supervision. After
discussion,
Mr. Quinby MOVED and Ms. Lane SECONDED deleting the motion from the record "and proceeding from here." MOTION CARRIED.

**Executive Session (Agenda Items 2 and 3).** The Executive Council convened in closed session at 8:45 a.m.

- Evaluation Committee Report. The Evaluation Committee, consisting of the three officers, is required by ASCD policy to conduct a comprehensive evaluation of the Executive Director near the end of a three-year term. The council reviewed in detail the results of an evaluation survey completed by the Board of Directors, Review Council, and a random sampling of 300 ASCD members. Following discussion,

  Mr. Finkel MOVED and Mr. Quinby SECONDED the recommendation "that the Executive Director's contract be renewed for three years." MOTION CARRIED.

  Ms. Hughes MOVED and Mr. Sigmon SECONDED that the Executive Council should establish the Executive Director's salary at this meeting. MOTION CARRIED.

  Mr. Quinby MOVED and Mr. Hunkins SECONDED setting the Executive Director's salary at $82,400. MOTION DEFEATED.

  Ms. Knoll MOVED and Mr. Sigmon SECONDED increasing the Executive Director's salary by $4,000, for an annual salary of $86,400. MOTION CARRIED.

- Organization and Salary Study. Eugene Smoley and Jim Moss of Cresap, McCormick and Paget, discussed the organization and salary administration studies authorized by the Executive Council. The organizational study was discussed in detail, followed by recommended changes in job titles, functions, and organization. Several additional positions were recommended to strengthen the management of ASCD operations.

Discussion followed on how the salary administration plan was prepared, including job evaluation and ratings. Salary surveys of other non-profit organizations of similar size were referred to in order to establish an average salary level for various grades of positions and to enable ASCD to be competitive in the job market. The study also recommended a procedure for establishing a performance-based appraisal system. Mr. Cawelti said that the provisions of both studies would need staff review before implementation recommendations so that employees affected by changes would understand the reasons and rationale for the changes. As the result of this discussion,

  Mr. Quinby MOVED and Mr. Kiser SECONDED "to facilitate the continuing study of the Cresap, McCormick and Paget organization and salary administration program for ASCD; and that Cresap, McCormick and Paget be authorized to
develop position descriptions for grades 7 through 12 for a fee not to exceed $4,000." MOTION CARRIED.

Mr. Kiser MOVED and Ms. Lane SECONDED "to transmit the studies to the staff for further work under the direction of the Executive Director to develop implementation plans that could be brought to the Executive Council in June for further action." MOTION CARRIED.

The Executive Council meeting reconvened in open session at 1:45 p.m.

**Update of Five-Year Plan (Agenda Item 4).** The council reviewed the five-year plan data to be discussed by the Board of Directors. Roundtable groups would focus on societal and learning trends in order to provide feedback and direction with regard to what these issues mean for education and ASCD, and where ASCD should go with them. In addition, the board would be asked to consider and submit suggestions for an ASCD mission statement. The information obtained from the board would then be developed by the staff for review by the Executive Council in June.

The council then discussed its own concerns about how and where the five-year plan should be focused, addressing several issues, including (1) an aging society with its implications for education and the economy, (2) concern for failures in the schools and how they will affect production/productivity in the future, (3) the need for a study of the educational process to improve instructional techniques, (4) possible focus on new markets, including industrial and other areas of education outside K-12 and public education, (5) the need for more research on the process of curriculum development, and (6) a mission statement that would accurately reflect who and what ASCD is, what ASCD does, and for what purpose.

**Review Council Election (Agenda Item 5.)** President Robinson appointed Mr. Estes, Mr. Kiser, and Ms. Knoll, to form a committee to make a recommendation to fill President-Elect Gerald Firth’s unexpired term on the Review Council. Following their recommendation, Nelson (Pete) Quinby (CT) was appointed.

**Budget/Finance Matters (Agenda Item 6).**

- The audited financial statements for the fiscal year ending August 31, 1984, reflected revenues of approximately $1,100,000 more than had been projected, primarily due to a 27% growth in membership, and increased publication sales. The rapid membership growth also brought about additional expenditures for service amounting to approximately $700,000 over what had been projected. All overages were approved by the officers in accordance with ASCD policy.

The current cash position includes approximately $750,000 in interest-bearing certificates of deposit and money market accounts. The headquarters building is listed for sale at $1,300,000 in anticipation of
the late 1985 or early 1986 move to a new ASCD building. Although revenue considerably exceeded increased spending, there was some concern expressed about the amount of money involved. The business manager said that the budget is a planning document that changes as conditions change, just as ASCD's membership has changed in the past year, and that the cost of servicing new members is an integral, predictable part of such rapid growth. He also said a recently implemented accounting system is expected to help monitor and control costs.

- FY 1986 budget (Annual Report page 16) reflects an additional projected income of approximately $500,000 and the June budget will take into final account the effect of expenses authorized by the Executive Council (such as the organizational study and salary schedule by Cresap, McCormick, and Paget). Current projections have been based on what is known about membership attrition rates, probable annual conference attendance in 1986, publication sales and activities, final salary schedule, and costs involved with the new building construction. New-building funds are currently in an income-producing asset account from which construction costs will be drawn. A refined budget will be presented to the council in June for review before submission to the Board of Directors in August for ballot approval.

Mr. Sigmon MOVED and Ms. Lane SECONDED authorization to transmit the preliminary estimate of the FY 1986 budget to the Board of Directors. MOTION CARRIED.

- It was agreed by consensus to transmit the council's recommendation to continue with Ribis & Associates as ASCD auditors for FY 1985 to the Board of Directors for approval.

- Mr. Cawelti requested approval of $10,000 from the program development budget to contribute to the Dutch Ministry of Education's November 1985 international symposium of 12 or more Western European countries and Japan. The symposium will be held near Amsterdam and will meet to discuss the nature of core curriculum and the process of provincial, state, and federal leadership in curriculum development. ASCD has worked with the ministry to design the meeting, and John Goodlad will be a keynote speaker. Although there was considerable discussion of whether the money would be better spent for other member services, President Robinson pointed out that this is a continuing program that has been supported by the Executive Council, that every effort would be made to benefit ASCD members through dissemination of papers and reports, that an important goal is continued dialogue with the participating countries, and that symposium participation is included in the five-year plan. Following further discussion,

Mr. Sigmon MOVED and Ms. Lane SECONDED a MOTION to approve a $10,000 contribution as co-sponsor of the 1985 international symposium organized by
the Dutch Ministry of Education for the purpose of defining the core curriculum in Western European countries, such funds to be used for program costs, consultant fees and expenses, and development and dissemination of papers prepared by participants.
MOTION CARRIED.

- Mr. Bralove submitted a request for allocation of funds for "transact," a new marketing program which will help identify what ASCD products are being purchased, who the purchasers are, what criteria determines purchases, and other important information that will provide a data base for future marketing strategy. The new program will, in addition, eliminate many of the problems now encountered with random marketing, including duplication of mailings. Following questions,

Mr. Estes MOVED and Mr. Quinby SECONDED approval of the request for funds to implement "transact."
MOTION CARRIED.

- The council was asked to approve an additional $56,000 in order to conduct a summer membership promotion. Funds have been split between spring and summer promotions for the past three years, but positive results have prompted this request for additional funds for a full-scale spring promotion, with a partial summer promotion to a selected list of educators. After a brief discussion,

Ms. Knoll MOVED and Mr. Finkel SECONDED approval of the request for funds to conduct the spring and summer membership promotions. MOTION CARRIED.

Review Council Report Received (Agenda Item 7). Review Council member Gerald Firth (who was to assume office as President-Elect at the close of the conference) presented the Review Council report to the Executive Council, and

Mr. Quinby MOVED to accept the Review Council Report, with commendation, for transmittal to the Board of Directors. MOTION CARRIED.

Appointments (Agenda Item 8).

- Resolutions Committee

Mr. Quinby MOVED and Mr. Finkel SECONDED approval of the following Executive Council appointments to serve on the Resolutions Committee, replacing those whose terms end in 1985: Mabel Smith (MD); Herb Walberg (IL); and Art Stellar (WV). MOTION CARRIED.

These appointments will serve effective June 1 with Thelma Spencer (NJ), Robert Munnelly (MA), Helen McIntyre (WA), and Duane Mattheis (NC).
Other committee members are Duane Mattheis (NC), Helen McIntyre (WA), Robert Munnelly (MA), and Thelma Spencer (NJ).

- Affiliate Advisory Committee

Mr. Hanes MOVED and Ms. Jolivet SECONDED approval of the following to the Affiliate Advisory Committee for the specified term: David Robinson (AK) - 1988; Irving Ouellette (ME) - 1988; Francine Delany (NC) - 1987. MOTION CARRIED.

Employee Handbook of Policies and Procedures (Agenda Item 9). Ms. Hall reviewed staff efforts to revise and update the "ASCD Employee Handbook of Policies and Procedures." After a thorough review of the document,

Mr. Hanes MOVED and Mr. Kiser SECONDED (1) authorization of permanent part-time benefits and pro-rated benefits, (2) the elimination of the provisions related to administrative leave contained in the "ASCD Employee Handbook of Policies and Procedures;" (3) commendation of the staff for updating the procedures, and (4) a request that the staff bring back to the Executive Council in June a list of those statements which are considered to be policy statements to be acted on by the Executive Council. MOTION CARRIED.

Affiliate Program Report (Agenda Item 10).

- Affiliate Access to the Executive Council. The Affiliate Advisory Committee recommended a procedure whereby concerns about the welfare of ASCD could be heard by directing them to the Executive Council liaison to the Affiliate Advisory Committee and the Associate Director for Affiliates. The committee went on to suggest that if further response was desired, concerns should be directed in writing to the Executive Director and officers of ASCD. The Executive Director would then, in consultation with the officers, exercise appropriate discretionary resolution of the concerns.

Following considerable discussion, Ms. Jolivet suggested that these steps could be taken after first referring any concerns to the Review Council, which is established for the purpose of hearing such concerns. The council agreed by concensus and Ms. Hughes suggested that Ms. Berreth and Mr. Sigmon prepare a formal written procedure incorporating council discussion, to be reviewed in June with subsequent dissemination to the affiliates.

- Disaffiliation Procedures and Status. All affiliates have been re-examined for compliance with conditions of affiliation, in accordance with October, 1984, Executive Council discussion. Four of the 56 affiliates have not provided sufficient information to meet conditions of affiliation and each has received a letter and phone call, when possible, informing them of the potential consequences of not meeting
conditions. The next action to be taken was outlined in the following motion:

Mr. Hanes MOVED and Mr. Sigmon SECONDED, in accordance with ASCD's Affiliation: Policy and Practices (1982) that "the ASCD Executive Council or the ASCD Board of Directors shall, upon notification of such alleged violation: 1) send a written notice to the affiliate president to determine if allegations are true, and 2) initiate steps to disaffiliate if warranted." MOTION CARRIED.

ASCD Leadership Foundation (Agenda Item 11). The matter of whether or not the ASCD Leadership Foundation should be continued was referred to the Board of Directors for discussion and action.

Resolutions (Agenda Item 12). Ms. Berreth reviewed staff implementation of the 1984 resolutions and gave a preliminary report on 1985 resolutions (presented in detail in attachments E and F, respectively, of the materials mailed to the Executive Council prior to the meeting). Mr. Finkel emphasized the importance of resolutions in terms of addressing important issues of concern to the membership and encouraged greater participation in the process.

1985-86 NCSI Schedule (Agenda Item 13). The proposed NCSI list (attachment G in materials mailed prior to the meeting) was developed with input from affiliate presidents, ASCD staff, past evaluation reports, and an analysis of current topics and trends in education. After review,

Mr. Hanes MOVED and Ms. Hughes SECONDED to authorize transmittal of the proposed 1985-86 NCSI schedule to the Board of Directors for action. MOTION CARRIED.

• Program Development. The Associate Director for Program Development (Jean Hall) referred the council to the Annual Report pages 61-96 for information on program development activity, to be discussed in detail at the upcoming Board of Directors meeting.

Sabbatical Employment (Agenda Item 14). Perry Love, currently teaching curriculum, instruction, and supervision at Millersville University (PA), was under consideration for employment September-December, 1985, during his sabbatical leave. His responsibilities would include work in policy analysis, research development, NCSIs, and other areas in which his expertise could be applied. Following brief discussion,

Ms. Lane MOVED and Mr. Finkel SECONDED authorization to employ Perry Love, on sabbatical from Millersville University (PA) from September to December, 1985, at $500 per month. MOTION CARRIED.
New Headquarters Building Construction (Agenda Item 16). The Executive Director reported on the groundbreaking ceremony, which took place on Saturday, March 2, and was attended by President Robinson, President-Elect Carolyn Hughes, and Immediate Past President Larry Finkel. The floor plan has been updated from the one presented to the council in October to accommodate possible new staff recommended in the organizational study, but there will remain approximately 750 square feet of tenant space. The interior will have both fixed walls and mobile modular work areas, and design decisions about carpeting, color, textures, light fixtures, window treatment and other details will be made shortly.

ASCD History Authorized (Agenda Item 17). Executive Editor Ron Brandt was asked by the council in October to prepare a recommendation for an official ASCD history. Following discussion,

Mr. Kiser MOVED and Mr. Quinby SECONDED authorization for the Executive Editor to proceed with Dr. William Van Til in the preparation and publishing of an official history of ASCD. MOTION CARRIED.

Recognition of Retiring Executive Council Members (Agenda Item 18). President Robinson observed that this meeting marks ending terms for council members Estes, Finkel, Hunkins, Kiser, and Quinby, and he expressed his gratitude for their help with "keeping on task" this past year.

March 21 Executive Council Meeting Adjourned. President Robinson adjourned the Executive Council meeting at 5:00 p.m. on March 21.

March 25 Executive Council Meeting Convened. Carolyn Hughes assumed office as President and called the Executive Council meeting to order at 1:30 p.m.

Resolutions Adopted. Council members reviewed resolutions on the following topics adopted at the Annual Business and Board of Directors meetings:

1. Participation in Business Meetings
2. School and Societal Programs on Arms Control and Reduction
3. Peace Education
4. Meeting Health and Education Needs
5. United States Department of Education
6. Health Promotion and Disease Prevention
7. Secondary School Requirements and the Arts
8. Development of Thinking Skills
9. Correctional Education
10. Responsible Parenting
11. The Protection of Children
12. Early Childhood Education
13. Educator Evaluation
14. Annual Conference Program Balance
In response to an inquiry about a resolution regarding unified dues which had been tabled at the business meeting, possible means of gathering further input were discussed. This issue will be included on the June Executive Council and September Affiliate Advisory Committee meeting agendas.

The Board of Directors, recognizing the existence of association policy which requires mailing the synthesis of resolutions to the membership, did not adopt a resolution which requested this action. Following discussion and in order to comply with existing policy,

Mr. Hanes MOVED and Ms. Jolivet SECONDED to adjust the current budget to include the cost of printing (later determined to be $19,000) and mailing the Synthesis of Resolutions through 1984 to all members immediately. MOTION CARRIED.

In connection with followup of resolution 12, President Hughes requested the staff to prepare a plan for gathering data regarding early childhood. It was agreed that the staff would propose a plan for responding to all resolutions, as usual, at the June Executive Council meeting.

**Preliminary Evaluation of 1985 Annual Conference.** Ms. Conran reported that registrants appeared to be pleased with the program content. Heavy attendance at the general sessions created blocked exits and safety concerns. There was little information directing overflow crowds to adjoining meeting rooms where the sessions could be viewed on television monitors and it was agreed this would be better handled next year.

Conference Planning Committee chair Art Costa congratulated the staff on their efforts to promote teaching thinking skills, the topic of a pre-conference NCSI. Attendance at this institute was 270, the largest NCSI registration to date. Mr. Costa emphasized the fact that so far only awareness had been developed, and that a thinking skills plan has not been implemented. He proposed that it be included in the new five-year plan, and urged funding to proceed beyond current efforts.

Ms. Knoll MOVED and Mr. Hanes SECONDED authorization of the president to explore alternative sources of funding for an expanded thinking skills program. MOTION CARRIED.

President-Elect Gerald Firth reported on expressions of concern heard by the Review Council about "hucksterism" in conference sessions conducted or sponsored by exhibitors. It was suggested that these sessions should be labeled "exhibitor sessions."
Preview of 1986 Annual Conference in San Francisco. Art Costa, chair of the Conference Planning Committee for the 1986 Annual Conference, reported that it would involve "possibilities," such as the "possible" society and the "possible" school.

Mr. Sigmon MOVED and Ms. Knoll SECONDED support for the proposed 1986 Annual Conference theme, which would involve "possibilities." MOTION CARRIED.

Conference strategy has been to have a major speaker early in the day, gradually winding down to smaller sessions, such as roundtables on specific topics, and ending the day with a social hour in the exhibits area. This pattern will probably continue next year.

Review Procedures for Approval of Future Videotapes and Books.
LeW Rhodes reviewed the process for development of topics for future videotapes outlined in attachment 2, and

Mr. Firth MOVED and Ms. Conran SECONDED approval of the new process for approval of future videotapes and books. MOTION CARRIED.

In subsequent discussion, it was agreed that planning meetings involving expenditures more than $1,000 would be cleared through the Executive Director and the officers. In addition, future videotape production budgets should reflect the amount for any pre-production planning in a separate account.

1986 Nominating Committee. The following were selected by the Executive Council:

Vivian Archer (DC)  Elizabeth Manera (AZ)
Mary Bailey (GA)     Virginia Sorenson (MI)
Jerry Elliot (MO)    Corinne Hill (UT), Alternate

to serve with the Board of Directors selections:

Arnie Ness (MN)      Everett Sams (TN)
Bob Nicely (PA)      Joan Smith (ME)
Ken Rippe (NB)       Gloria McFadden (OR), Alternate

on the 1986 Nominating Committee. The two carryover members from the 1985 Nominating Committee are Ray Bruce (GA) and Larry McGonigal (HI). President Hughes designated Larry McGonigal as chair.

June Executive Council Meeting. The June Executive Council meeting will begin with a briefing for new Executive Council members from 9 a.m. until noon on Thursday, June 20 (other council members are welcome to attend if they wish).
June 1985

Thursday, June 20: 9 a.m. - noon - new-member briefing
1:30 p.m. - meeting convenes

Friday, June 21: 9 a.m. - 5:00 p.m.

Saturday, June 22: 9 a.m. - 5:00 p.m.

Sunday, June 23: 9 a.m. - noon

President Hughes adjourned the meeting at 3:00 p.m.