MINUTES

ASCD EXECUTIVE COUNCIL

February 27 & March 4, 1986

San Francisco Hilton Hotel
San Francisco, California

Gerald R. Firth, President Marola Knoll, President-Elect Carolyn Hughes, Immediate Past President Gordon Cawelti, Executive Director
**ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT**

**Minutes of the Meeting of the Executive Council**

February 27 & March 14, 1986 • San Francisco Hilton • San Francisco, California

**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Approval of Previous Minutes</td>
<td>1</td>
</tr>
<tr>
<td>Executive Session</td>
<td>1</td>
</tr>
<tr>
<td>New Headquarters Facility</td>
<td>2</td>
</tr>
<tr>
<td>Election Violations</td>
<td>3</td>
</tr>
<tr>
<td>Budget Matters</td>
<td>5</td>
</tr>
<tr>
<td>Review Council Report</td>
<td>6</td>
</tr>
<tr>
<td>Resolutions Report</td>
<td>6</td>
</tr>
<tr>
<td>Program Development Matters</td>
<td>6</td>
</tr>
<tr>
<td>Appointments</td>
<td>7</td>
</tr>
<tr>
<td>Disposition of ASCD Leadership Foundation Funds</td>
<td>7</td>
</tr>
<tr>
<td>Publications Matters</td>
<td>8</td>
</tr>
<tr>
<td>Nominating Committee</td>
<td>9 &amp; 12</td>
</tr>
<tr>
<td>ASCD Handbook of Policy and Procedure</td>
<td>9 &amp; 10</td>
</tr>
<tr>
<td>ASCD Participation in the Association of California</td>
<td>9</td>
</tr>
<tr>
<td>School Administrators (ACSA)</td>
<td></td>
</tr>
<tr>
<td>February 27 Meeting Adjourned</td>
<td>10</td>
</tr>
<tr>
<td>March 4 Meeting Convened</td>
<td>10</td>
</tr>
<tr>
<td>Core Curriculum in Enschede - Future International Directions</td>
<td>11</td>
</tr>
<tr>
<td>Preliminary Evaluation of San Francisco Conference</td>
<td>11</td>
</tr>
<tr>
<td>Preview of 1987 Annual Conference in New Orleans</td>
<td>11</td>
</tr>
<tr>
<td>Executive Council Liaison to the Affiliate Advisory Committee</td>
<td>12</td>
</tr>
<tr>
<td>Curriculum Materials Exhibit</td>
<td>12</td>
</tr>
<tr>
<td>Opening Ceremonies for New Building</td>
<td>12</td>
</tr>
<tr>
<td>March 4 Meeting Adjourned</td>
<td>12</td>
</tr>
</tbody>
</table>

***
THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MEETING

February 27 & March 4, 1986
San Francisco Hilton Hotel
San Francisco, California

Minutes

President Carolyn Hughes called the meeting to order at 9:00 a.m. on Thursday, February 27, with the following present:

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

ASCD Staff: Gordon Cawelti, Executive Director.

Gordon Cawelti, Anita Fitzpatrick, and Cindy Titus recorded the minutes.

1. Introduction

• President's Remarks. President Hughes welcomed Executive Council members and expressed her pleasure with the record 5,600 persons who had preregistered for the 1986 Annual Conference. She credited staff for their contribution to the success of this conference.

• Approval of November 1985 Minutes.

   It was MOVED by Mr. Sigmon and SECONDED by Ms. Marani to approve the minutes of the November 1985 meeting. MOTION CARRIED.

2. Executive Session

• FY 87 Salary Structure Adopted. Mr. Cawelti recommended approval of the salary structure recommended by Cresap, McCormick, and Paget for FY 87, which reflects a 5% increase over FY 86. The updated salary structure is based on a poll of other non-profit association salary increase plans for the coming year and will be implemented September 1, 1986 (See Attachment 1).

   It was MOVED by Mr. Sigmon and SECONDED by Ms. Jolivet to remove consideration of the Executive Director's salary from the FY 87 program recommendation. MOTION DEFEATED.

   It was MOVED by Ms. Conran and SECONDED by Ms. Jolivet to approve the FY 87 salary recommendation. MOTION CARRIED.
• Appointment of Directors of Administrative Services, Program Development, and Field Services. Mr. Cawelti reviewed the applications which had been received for the Director positions in the areas of Administrative Services, Program Development, and Field Services. Applications were reviewed from approximately 125 persons and 14 were interviewed. Mr. Cawelti reported that John Bralove was being considered for an Executive Director position in another organization. He also reported that Jean Hall had resigned in order to accept a staff development position with the Fairfax County Schools; the resignation is effective March 26, 1986.

After considerable discussion, it was

MOVED by Mr. Robinson and SECONDED by Mr. Signon that Mr. Bralove be appointed Director of Administrative Services and that Ms. Berreth be appointed Director of Field Services, both effective September 1, 1986. MOTION CARRIED.

Mr. Cawelti reported that there were no finalists from among the applicants for the Director of Program Development position that satisfactorily met the Association's needs, and recommended that the position be reopened.

Ms. Lane MOVED and Ms. Conran SECONDED to reopen the search for a new Director of Program Development at ASCD. MOTION CARRIED.

It was then MOVED by Mr. Sanchez and SECONDED by Mr. Hanes that latitude on the degree requirement for the position be allowed if appropriate. MOTION CARRIED.

In light of Ms. Hall's outstanding service to ASCD, it was

MOVED by Mr. Robinson and SECONDED by Ms. Marani to send a letter of appreciation on behalf of the Executive Council to Ms. Hall. MOTION CARRIED.

* * *

The Executive Council reconvened in open session at 10:45 a.m., and was joined by the following:

ASCD Staff: Jan Adkisson, Manager, Research and Information; Diane Berreth, Associate Director for Affiliate Units; John Bralove, Manager, Business Affairs; Ron Brandt, Executive Editor; Gordon Cawelti, Executive Director; Anita Fitzpatrick, Supervisor, Personnel and Office Administration; Jean Hall, Associate Director for Program Development; Lew Rhodes, Manager, Media and Technology; Cindy Titus, Administrative Assistant.

3. New Headquarters Facility

• Report on Sale of 225 North Washington Street Property. The 225 North Washington Street property was sold for $1,150,000, less realtor's commission and settlement fees, netting ASCD $1,094,000.
• Report on Occupancy of 125 North West Street Property. Settlement on the new 125 North West Street property was held on January 2, 1986. The building will be completed in March, and the moving date is scheduled for the weekend of March 15, 1986.

• Plans for Open House Ceremony. An Open House Ceremony will be held at the new building on June 19, 1986, immediately preceding the Executive Council meeting on June 20-22.

4. Election Violations

• Report on Disposition of Actions Taken Regarding 1986 Election Violations. President Hughes reviewed correspondence with the New York and Connecticut affiliates following actions taken regarding violations of the Conditions of Candidacy. The consequences for each affiliate violating the conditions was the subtraction of votes from each candidate from that state equal to the number of affiliate members residing in the state.

• Action on Recommended Procedures for Dealing with Future Violations. The Executive Council subcommittee appointed at the November 1985 meeting (Ms. Jolivet, Chair, Ms. Conran, and Mr. Bennett) reported their recommendations for procedures to be followed if election violations occur in the future. Following a lengthy discussion of the issue, President Hughes asked Mr. Firth, Mr. Robinson, Ms. Jolivet, and Ms. Conran to meet and prepare alternate recommendations regarding this issue.

Mr. Sanchez MOVED and Ms. Knoll SECONDED to postpone further discussion until the group could meet and make a report. MOTION CARRIED.

The group subsequently recommended that the Nominating Committee interview candidates for president-elect to ensure full understanding of the policies; that the four statements on the Conditions of Candidacy remain in use; that affiliates not be authorized to publish names of candidates; that the Conditions of Candidacy be sent to affiliate presidents, executive secretaries/directors, and editors annually, providing an affidavit for them to sign acknowledging understanding of the Conditions of Candidacy, and specifications of particular instances in which announcements and campaigning must be avoided; and that the following procedures for action in response to violations be adopted:

ASCD shall continue the tradition of PROHIBITING any promotional activities for candidates including the distribution of promotional literature and identification of candidates outside of the announcements provided by the national office.

The Nominating Committee chair or a designee shall interview candidates for the office of president-elect and may interview other candidates for national office. In the interview the policy will be discussed with the candidate to ensure their full understanding of the intent of the policy. ASCD election results should reflect only individual and informed choices

(continued)
based only on candidates' integrity, experience, contributions, and other important leadership qualities.

Therefore, candidates selected are required to observe the following conditions of candidacy:

1. Candidates and their supporters must refrain from requesting (verbally or in writing) the support or vote of ASCD members.
2. Candidates and their supporters are not permitted to distribute printed literature announcing or supporting their candidacy.
3. Candidates and their supporters are not permitted to produce publications or displays highlighting the positive qualities of candidates, whether or not ASCD candidacy is mentioned.
4. Candidates and their supporters may not engage in any organized effort to promote or enhance the candidacy of an individual.

A violation has occurred when any public announcement of candidacy is made outside of the national ASCD election information.

When evidence of noncompliance with conditions of candidacy is presented in writing to the officers of ASCD, they shall review the evidence, give the candidate an opportunity to respond, and take action in accordance with the established procedures which may include termination of candidacy.

Implementation of the Proposed Procedures

- A letter sent immediately to all affiliate units informing them of the election policy and procedures. A copy of the policy and procedures is to be included.
- Prior to the first announcement of candidates' names, the president, executive secretary/director, and editor of the newsletter of each affiliate unit will sign an affidavit indicating their understanding of the policy and procedures and their agreement to comply with them.
- Candidates sign and return the affidavit acknowledging their understanding of the policy and procedures prior to names being placed on the ballot.

Actions in Response to Violations

1. Evidence that a candidate had prior knowledge of a violation implies consent and will result in termination of the candidacy.
2. When a candidate acquires knowledge of the violation after the fact, the candidate shall communicate with the national office upon receipt of the information and no later than ten days after the occurrence.
3. When evidence of a violation comes to the attention of the national office, the officers shall be notified.
4. When the officers have been notified of a violation, they shall review the evidence. Officers shall impose consequences which may include: (continued)
a) termination of candidacy (when prior knowledge is evident),
b) loss of votes to the candidate affected, votes to equal the number of national votes in the affiliate,
c) loss of votes to the candidate affected, votes to equal the number of affiliate members who are also national members in the unit,
d) loss of votes to the candidate affected, votes to equal the number of affiliate members in the unit.

It was MOVED by Ms. Jolivet and SECONDED by Mr. Sigmon to adopt the [above] recommendations of the subcommittee. MOTION CARRIED.

Discussion followed regarding letters of support that are submitted for recommended candidates. It was then moved

MOVED by Mr. Hanes and SECONDED by Mr. Sanchez to have Ms. Berreth develop guidelines for the quality and quantity of letters submitted in support of nominated individuals. MOTION CARRIED.

5. Budget Matters

- Review of Auditor's Report for FY 85. Mr. Cawelti and Mr. Bralove reported on ASCD revenue, expenditures, and reserve fund for FY 85. Following discussion of the effects of rapid membership growth on the budget, it was

MOVED by Mr. Firth and SECONDED by Ms. Marani to transmit the FY 85 Auditor's Report to the Board of Directors. MOTION CARRIED.

- Execution of FY 86 Budget. The current status of the FY 86 budget was reviewed and discussed. The budget is progressing on schedule. No formal action was required.

- Possible Dues Increase for FY 87 and Transmittal of the FY 87 Budget to the Board of Directors.

Mr. Hanes MOVED and Ms. Lane SECONDED to transmit the FY 87 budget and possible $5 dues increase to the Board of Directors for tentative approval pending final determination by the Executive Council in June 1986. MOTION CARRIED.

- Ribis and Associates as ASCD Auditors for FY 86.

Mr. Sigmon MOVED and Ms. Marani SECONDED that ASCD continue with Ribis and Associates as auditors for FY 86 and to transmit this recommendation to the Board of Directors. MOTION CARRIED.
• **Action on FY 86 Budget Overages.** Budget overages caused by expenses associated with rapid membership growth and construction of a new headquarters building were discussed in detail. The staff was reminded that they are required by policy to consult with the officers in behalf of the Executive Council before overages occur exceeding ten percent of approved budget amounts.

  Mr. Sanchez MOVED and Mr. Firth SECONDED approval of the FY 86 budget overages. MOTION CARRIED.


Review Council Chair Barbara Day summarized the Review Council Report and recommendations regarding program development activities of the Association.

  Ms. Lane MOVED and Mr. Hanes SECONDED to receive and transmit the 1986 Review Council Report to the Board of Directors, with compliments to the Review Council for the comprehensiveness and quality of its report. MOTION CARRIED.


Ms. Berreheth reviewed actions taken in support of the 1985 Resolutions, and gave a preliminary report on the 1986 Resolutions. She noted that this is the first time general procedures for submitting resolutions have been outlined in the conference program and the proposed resolutions have been sent to all conference participants with their registration materials prior to the conference. A staff editor will also be available during the conference to advise on grammar, composition, etc.

8. **Program Development Matters**

• **Report on NSF Proposal for Elementary School Network.** Ms. Hall reported on ASCD's proposal to the National Science Foundation for extension of funding for the Elementary School Network. Funding would provide for continuation of the network and training in the teaching of higher level thinking in elementary science classrooms. Ms. Hall will continue to serve as liaison on this proposal after she leaves ASCD. (Note: It has since been determined that the proposal was not funded.)

• **Proposed 1986-87 National Curriculum Study Institutes Schedule.** Ms. Hall reviewed the proposed sites, dates, and topics for the 1986-87 series, noting that some changes may be made. Following discussion, it was MOVED by Mr. Sanchez and SECONDED by Ms. Marani to transmit this report to the Board of Directors and proceed with plans for the series, noting that some revisions may be necessary. MOTION CARRIED.
• **Progress Report on Areas of Focus in Long-Range Plan.** The Executive Council reviewed information provided in the 1985-86 Annual Report regarding areas of focus included in the Long-Range Plan (pages 37-40 and 85-86): early childhood education, thinking skills, and redefining the teaching profession.

• **Preliminary Look at FY 86 Program Development Issues.** Ms. Hall reported on the preliminary FY 86 program development schedule. Areas of focus derive from the long-range plan and components include topics of proven interest to the membership as well as new areas of focus identified by governance and membership groups.

• **Report from Subcommittee on Professional Recognition/Certification Activity.** President-Elect Gerald Firth reported on the results of the ad hoc committee formed to explore the feasibility of recognition by ASCD of professional specializations in supervision, curriculum, and instruction. This information will be presented to the Board of Directors for discussion and requires no formal action at this time.

• **Appointment of Advisory Board Members to the Network on Thinking.** The establishment of an advisory board to the Network on Thinking was recommended to help plan activities and set policy.

  Ms. Conran MOVED and Mr. Sanchez SECONDED appointment of Jim Bellanca (IL), Art Costa (CA), Karen Dalrymple (CO), Esther Fusco (NY), Philip Kligman (CA), Robert Marzano (CO), Cathy Petrosky (OH), Barbara Presseisen (PA), Rosemarie Liebmann (NJ), and David Perkins (MA) as members of an advisory board to the Network on Thinking. MOTION CARRIED.

9. **Appointments**

• **Resolutions Committee.**

  Ms. Knoll MOVED and Mr. Sigmon SECONDED appointment of Robert Crumpton (MN) and Virginia Sorenson (MI) to the ASCD Resolutions Committee to replace two members whose terms will expire in May 1986. MOTION CARRIED.

• **Networks Advisory Committee.**

  Ms. Carter MOVED and Ms. Knoll SECONDED appointment of Luther Kiser (IA) and Art Roberts (CT) to the Networks Advisory Committee to fill vacancies on the committee. MOTION CARRIED.

10. **Disposition of ASCD Leadership Foundation Funds**

The ASCD Leadership Foundation was discontinued by action of the Board of Directors in March, 1985. No provision was made for disposition of the funds. Following discussion,
Mr. Sigmon MOVED and Ms. Carter SECONDED to apply funds donated to the ASCD Leadership Foundation to the purchase of quality artwork to be displayed at the new ASCD headquarters. Expenditures will be approved and monitored by the current president of the Association, and a plaque shall be prepared and posted acknowledging that the works were paid for by contributors to the Foundation. This recommendation will be presented to the Board of Directors for approval. MOTION CARRIED.

11. Publications Matters

• **Publication of the McREL Thinking Skills Program.** Mr. Brandt recommended publication of the McREL program but raised the issue of whether ASCD should endorse a particular model. Following discussion,
  
  Ms. Lane MOVED and Ms. Carter SECONDED to publish the framework of the McREL Thinking Skills Program in collaboration with the Mid-Continent Regional Education Lab. MOTION CARRIED.

• **Publication of "Dimensions of Thinking."**
  
  Ms. Lane MOVED and Mr. Sanchez SECONDED to proceed with publication of "Dimensions of Thinking: A Framework for Curriculum and Instruction," as a comprehensive member publication. MOTION CARRIED.

• **Publication of "ASCD In Retrospect."**
  
  Mr. Hanes MOVED and Mr. Sigmon SECONDED to publish "ASCD In Retrospect" as a comprehensive member book, and to have the publications department make the schedule changes necessary in order for this to occur. MOTION CARRIED.

• **Content Proposal for Year of the Teacher Booklet.** Mr. Robinson reviewed the outline and rationale for publication of a Year of the Teacher booklet and, following discussion,
  
  Ms. Marani MOVED and Ms. Carter SECONDED publication of the Year of the Teacher booklet, to be distributed to the appropriate people and made available for sale. MOTION CARRIED.

• **Curriculum Materials Display at Annual Conference.** Mr. Brandt reported that he will meet with Marilyn Winters concerning the display of curriculum materials at the Annual Conference. Ms. Carter, Ms. Lane, Ms. Jolivet, Mr. Hanes, and Ms. Marani agreed to meet with Mr. Brandt and Ms. Winters to discuss possible changes in procedures.

• **Report on Proposal to MacArthur Foundation to Acquire Curriculum Review.**
  Mr. Brandt reported that an ASCD proposal to the MacArthur Foundation had not been approved, so ASCD will not acquire *Curriculum Review.*
12. Nominating Committee

President Hughes appointed Ms. Knoll, Mr. Sigmon, and Ms. Carter to serve on a subcommittee to select five nominees for the 1987 Nominating Committee. Selections will be announced at the Board of Directors meeting following the Annual Business Meeting.

13. ASCD Handbook of Policies and Procedures

The final draft of the ASCD Handbook of Policies and Procedures was presented for adoption as modified by the Executive Council Subcommittee of Ms. Conran, Chair, Ms. Knoll, and Ms. Marani.

Mr. Sigmon MOVED and Mr. Sanchez SECONDED adoption of the ASCD Handbook of Policies and Procedures as presented, with the exception of 201.2.1, which shall read, "The Executive Council approves the theme for the conference recommended by the President-Elect in accordance with the total leadership program of the Association," as requested by President Hughes. The Council offers its thanks to those who worked on this document. MOTION CARRIED.

Questions were raised regarding enforcement of 603.1.1 and 603.1.4, regarding Annual Conference exhibits.

It was MOVED by Mr. Hanes and SECONDED by Mr. Firth to retain and enforce the current policies regarding Annual Conference exhibits.

Following discussion,

Ms. Carter MOVED and Ms. Jolivet SECONDED dividing the above motion into two parts, one to address the issue of making cash sales on the exhibit floor (603.1.4) during the Annual Conference, and the second to address the issue of whether items to be exhibited should relate to the purposes of ASCD (603.1.1). MOTION CARRIED.

After further discussion,

Ms. Jolivet MOVED and Mr. Sigmon SECONDED to table the motion until the Executive Council meeting on the last day of the conference, pending Council's viewing the exhibits. Following a tie vote, President Hughes ruled in favor of the motion.

4. ASCD Participation in the Association of California School Administrators
(from the Tuesday, March 4, Agenda)

Following discussion of California ASCD's representation on the ACSA Board,

Ms. Jolivet MOVED and Mr. Sigmon SECONDED to inform ACSA that the relationship as proposed would be in violation of the ASCD Constitution which provides for open membership. MOTION CARRIED.
• February 27 Meeting Adjourned. Ms. Carter moved to adjourn the meeting at 5:30 p.m. Motion carried by consensus.

Special thanks were offered to Mr. Robinson for his contributions as an officer and leader of the Association. Ms. Knoll, Ms. Lane, and Mr. Sigmon were also thanked for their service as members of the Executive Council.

**

• March 4 Meeting Convened. President Firth convened the second meeting of the Executive Council at 12:00 noon on March 4, 1986, in the suite of Carolyn Hughes at the San Francisco Hilton Hotel. The following were present:

Executive Council: Gerald Firth, President (GA); Carolyn Hughes, Immediate Past President (OH); Marcia Knoll, President-Elect (NY); Donna Jean Carter (MN); Denice Clyne (AK); Pat Conran (IL); Robert Hanes (NC); Corrine Hill (UT); Anna Jolivet (AZ); Jean Marani (FL); and Loren Sanchez (CA).

ASCD Staff: Jan Adkinsion, Manager, Research and Information; Diane Berreth, Associate Director for Affiliate Units; Ron Brandt, Executive Editor; Gordon Cawelti, Executive Director; Jean Hall, Associate Director for Program Development; and Lew Rhodes, Manager, Media and Technology.

Diane Berreth recorded the minutes.

13. ASCD Handbook of Policies and Procedures (from February 27 Meeting)

• Annual Conference Exhibits Policy.

    Ms. Conran MOVED and Ms. Marani SECONDED that ASCD enforce the following current exhibits policies:
    • Items to be exhibited relate to the purposes of ASCD.
    • Exhibitors agree that there will be no sales during exhibit hours or on the exhibit floor.

Following discussion, the motion was withdrawn, and

    Ms. Conran MOVED and Ms. Marani SECONDED that the policy on "no sales" be deleted and that the policy on exhibits relating to ASCD purposes remain in force.

After further discussion,

    Ms. Conran MOVED and Mr. Sanchez SECONDED tabling the above motions. MOTION CARRIED.

Staff was requested to draft a proposed policy for consideration by the Executive Council in June 1986 that would a) delete the "no sales" policy but maintain "no sales" contract language for exhibitors, and b) limit the presence of non-educational exhibits.
• Contacts with ASCD Staff Policy.

Ms. Conran MOVED and Mr. Sanchez SECONDED that the policy from the ASCD Handbook of Policies and Procedures stating "All other staff members take direction from the Executive Director," be maintained. MOTION CARRIED.

• Executive Council Expenses at Annual Conference Policy.

Ms. Conran MOVED and Ms. Knoll SECONDED that the current ASCD Handbook of Policies and Procedures policy stating "The Association pays hotel and food expenses for one day before and one day after the Annual Conference" be modified to read: "The Association pays hotel and food expenses for as much as one day before and one day after the Annual Conference as the site warrants." MOTION CARRIED.

14. Core Curriculum Conference in Enschede - Future International Directions
(from February 27 Agenda)

Mr. Cawelti reported on follow-up activities resulting from the Fall 1985 core curriculum meeting in Enschede, the Netherlands. S10 will continue to work with the core curriculum concept. Ms. Berreth reported on the status of possible affiliates in the Netherlands-Belgium, Alberta, Canada, and St. Maartin's. After discussion of ASCD's involvement in international experiences,

Mr. Hames MOVED and Mr. Sanchez SECONDED that the ASCD staff should look at ways to further ASCD's international aims by meeting with international groups in different locations and by using the Executive Council as a means to further those activities. MOTION CARRIED.

Ms. Marani suggested that the staff explore opportunities for Executive Council meetings to be combined with inservice opportunities for interested educators in other countries, using Executive Council members as a resource. Ms. Carter asked that the staff be particularly cognizant of the needs of third world countries in their exploration.

2. Preliminary Evaluation of San Francisco Conference

Mr. Cawelti reviewed the San Francisco Annual Conference, which was ASCD's largest and most successful to date. Council members offered several suggestions for following up on the conference including sending thank-yous to the Local Arrangements Committee and sending certificates of appreciation to Carol Choy, the committee chair, for distribution to the committee.

3. Preview of 1987 Annual Conference in New Orleans

Ms. Conran gave a preliminary report on the 1987 Annual Conference planning for New Orleans. The theme will be "Collaboration for Productive Learning: A Global Perspective." The strands will include: Health and the Human Condition, Changing Corporate Structures, Social Expectations, Communications,
and Government and Global Influence. Council members discussed possible activities for next year's conference including using the general session chaired by the president-elect to encourage attendance at the following year's conference; recognizing the Executive Council by having them be platform guests at the opening session; and holding post-conference NCSIs. Ms. Conran asked staff to prepare a line item budget for the 1987 Annual Conference for presentation to the Council in June. The budget should include funds for student performance expenses.

5. **1987 Nominating Committee Selection**

The Executive Council's selections for the 1987 Nominating Committee include: Milton Klimpson (SC); Charles King (MI); Robert Krajewski (IA); Jean Stefanik (NH); and Tim Westerberg (CO). Bob Guerts (CA) and Hilda Wiles (FL) will serve as alternates. This group will serve on the committee with those selected by the Board of Directors.

**EXECUTIVE COUNCIL LIAISON TO THE AFFILIATE ADVISORY COMMITTEE**

Mr. Hanes MOVED and Ms. Jolivet SECONDED that the Executive Council liaison to the Affiliate Advisory Committee be appointed annually for a one-year term. MOTION CARRIED.

Ms. Hughes MOVED and Ms. Clyne SECONDED that the Executive Council liaison to the Affiliate Advisory Committee always be a past affiliate president. MOTION CARRIED.

The officers met after the Council meeting and appointed Ms. Knoll (NY) as liaison to the Affiliate Advisory Committee for 1986-87. They recommended that consideration be given to having the president-elect be appointed to this post each year.

**CURRICULUM MATERIALS EXHIBIT**

The Council members who met with Ms. Winters regarding the curriculum materials exhibit at the Annual Conference reported briefly on their meeting. A full report will be made at the Executive Council meeting in June 1986.

**OPENING CEREMONIES FOR NEW BUILDING**

Mr. Cavelti reported that the official ceremony celebrating the opening of the new building will occur Thursday, June 19, 1986, at 2:00 p.m. Most Council members will be able to fly in Thursday morning to attend the ceremony prior to the June 20-22 Executive Council meeting. New Executive Council members should plan to arrive in time for a Thursday, June 19th orientation from 9:00 a.m. - 12:00 p.m.

**March 4 Meeting Adjourned.** President Firth adjourned the final March meeting of the Executive Council at 3:00 p.m.
The salary range midpoint approximate the projected 1986 market base salary levels for each salary grade.

<table>
<thead>
<tr>
<th>Grade</th>
<th>0 - 40</th>
<th>41 - 80</th>
<th>81 - 120</th>
<th>121 - 160</th>
<th>161 - 200</th>
<th>201 - 240</th>
<th>241 - 280</th>
<th>281 - 320</th>
<th>321 - 360</th>
<th>361 - 400</th>
<th>401 - 440</th>
<th>441 &amp; Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15.3</td>
<td>14.3</td>
<td>13.1</td>
<td>12.1</td>
<td>11.9</td>
<td>10.9</td>
<td>0</td>
<td>40</td>
<td>80</td>
<td>120</td>
<td>160</td>
<td>200</td>
</tr>
<tr>
<td>2</td>
<td>14.4</td>
<td>13.4</td>
<td>12.2</td>
<td>11.2</td>
<td>10.1</td>
<td>9.1</td>
<td>8</td>
<td>20</td>
<td>60</td>
<td>100</td>
<td>140</td>
<td>180</td>
</tr>
<tr>
<td>3</td>
<td>13.5</td>
<td>12.5</td>
<td>11.3</td>
<td>10.3</td>
<td>9.2</td>
<td>8.2</td>
<td>7</td>
<td>15</td>
<td>45</td>
<td>85</td>
<td>125</td>
<td>165</td>
</tr>
<tr>
<td>4</td>
<td>12.6</td>
<td>11.6</td>
<td>10.4</td>
<td>9.4</td>
<td>8.3</td>
<td>7.3</td>
<td>6</td>
<td>25</td>
<td>65</td>
<td>105</td>
<td>145</td>
<td>185</td>
</tr>
<tr>
<td>5</td>
<td>11.7</td>
<td>10.7</td>
<td>9.5</td>
<td>8.5</td>
<td>7.4</td>
<td>6.4</td>
<td>5</td>
<td>30</td>
<td>70</td>
<td>110</td>
<td>150</td>
<td>190</td>
</tr>
<tr>
<td>6</td>
<td>10.8</td>
<td>9.8</td>
<td>8.6</td>
<td>7.6</td>
<td>6.5</td>
<td>5.5</td>
<td>4</td>
<td>35</td>
<td>75</td>
<td>115</td>
<td>155</td>
<td>195</td>
</tr>
<tr>
<td>7</td>
<td>9.9</td>
<td>8.9</td>
<td>7.7</td>
<td>6.7</td>
<td>5.6</td>
<td>4.6</td>
<td>3</td>
<td>40</td>
<td>80</td>
<td>120</td>
<td>160</td>
<td>200</td>
</tr>
<tr>
<td>8</td>
<td>9.0</td>
<td>8.0</td>
<td>7.0</td>
<td>6.0</td>
<td>5.0</td>
<td>4.0</td>
<td>2</td>
<td>45</td>
<td>90</td>
<td>130</td>
<td>170</td>
<td>210</td>
</tr>
<tr>
<td>9</td>
<td>8.1</td>
<td>7.1</td>
<td>6.1</td>
<td>5.1</td>
<td>4.1</td>
<td>3.1</td>
<td>1</td>
<td>50</td>
<td>100</td>
<td>140</td>
<td>180</td>
<td>220</td>
</tr>
<tr>
<td>10</td>
<td>7.2</td>
<td>6.2</td>
<td>5.2</td>
<td>4.2</td>
<td>3.2</td>
<td>2.2</td>
<td>0</td>
<td>55</td>
<td>110</td>
<td>155</td>
<td>200</td>
<td>245</td>
</tr>
<tr>
<td>11</td>
<td>6.3</td>
<td>5.3</td>
<td>4.3</td>
<td>3.3</td>
<td>2.3</td>
<td>1.3</td>
<td>0</td>
<td>60</td>
<td>120</td>
<td>180</td>
<td>240</td>
<td>290</td>
</tr>
<tr>
<td>12</td>
<td>5.4</td>
<td>4.4</td>
<td>3.4</td>
<td>2.4</td>
<td>1.4</td>
<td>0.4</td>
<td>0</td>
<td>65</td>
<td>130</td>
<td>195</td>
<td>255</td>
<td>315</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade</th>
<th>Average 75th</th>
<th>Minimum</th>
<th>4th Quartile</th>
<th>Median</th>
<th>25th Quartile</th>
<th>Maximum</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15.3</td>
<td>14.3</td>
<td>13.1</td>
<td>12.1</td>
<td>11.9</td>
<td>10.9</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>14.4</td>
<td>13.4</td>
<td>12.2</td>
<td>11.2</td>
<td>10.1</td>
<td>9.1</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>13.5</td>
<td>12.5</td>
<td>11.3</td>
<td>10.3</td>
<td>9.2</td>
<td>8.2</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>12.6</td>
<td>11.6</td>
<td>10.4</td>
<td>9.4</td>
<td>8.3</td>
<td>7.3</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>11.7</td>
<td>10.7</td>
<td>9.5</td>
<td>8.5</td>
<td>7.4</td>
<td>6.4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>10.8</td>
<td>9.8</td>
<td>8.6</td>
<td>7.6</td>
<td>6.5</td>
<td>5.5</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>9.9</td>
<td>8.9</td>
<td>7.7</td>
<td>6.7</td>
<td>5.6</td>
<td>4.6</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>9.0</td>
<td>8.0</td>
<td>7.0</td>
<td>6.0</td>
<td>5.0</td>
<td>4.0</td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>8.1</td>
<td>7.1</td>
<td>6.1</td>
<td>5.1</td>
<td>4.1</td>
<td>3.1</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>7.2</td>
<td>6.2</td>
<td>5.2</td>
<td>4.2</td>
<td>3.2</td>
<td>2.2</td>
<td>0</td>
</tr>
<tr>
<td>11</td>
<td>6.3</td>
<td>5.3</td>
<td>4.3</td>
<td>3.3</td>
<td>2.3</td>
<td>1.3</td>
<td>0</td>
</tr>
<tr>
<td>12</td>
<td>5.4</td>
<td>4.4</td>
<td>3.4</td>
<td>2.4</td>
<td>1.4</td>
<td>0.4</td>
<td>0</td>
</tr>
</tbody>
</table>


RECOMMENDED 1986 SALARY STRUCTURE

SALARY ADMINISTRATION PROGRAM STUDY