MINUTES

ASCD EXECUTIVE COUNCIL

June 20–21, 1986

Washington Room, ASCD Headquarters
Alexandria, Virginia

Gerald R. Firth, President    Marola Knoll, President-Elect    Carolyn Hughes, Immediate Past President    Gordon Cawelti, Executive Director
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* * * * *
Minutes

President Gerald Firth called the meeting to order at 9:00 a.m. on Friday, June 20, with the following present:

Executive Council: Gerald R. Firth, President (GA); Marcia Knoll, President-Elect (NY); Carolyn Hughes, Immediate Past President (OK); Donna Jean Carter (MN); Denice Clyne (AK); Patricia Conran (OH); Robert Hanes (NC); Corrine Hill (UT); Anna Jollivet (AZ); Jean Marani (FL); Stephanie Marshall (IL); and Loren Sanchez (CA). Roger Bennett (OH) was not present.

ASCD Staff: Gordon Cawelti, Executive Director, and Cindy Titus, Administrative Assistant.

Cindy Titus recorded the minutes.

1. President's Remarks and Agenda Overview

President Firth welcomed the Executive Council and Immediate Past President Carolyn Hughes introduced new Council members Denice Clyne, Corrine Hill, and Stephanie Marshall. President Firth expressed appreciation to Mr. Cawelti and the staff for the outstanding Open House ceremonies of the previous day, and reviewed his activities as president during the past three months.

2. Approval of February/March 1986 Minutes

Ms. Jollivet MOVED and Mr. Sanchez SECONDED approval of minutes of the February/March 1986 Executive Council and Board of Directors meetings, noting that Allan Nelson should be listed as president of Utah ASCD, not Nebraska ASCD, on page 3 of the Board of Directors meeting minutes. MOTION CARRIED.
3. Executive Session

* Report of Evaluation Committee. Ms. Hughes, chair of the Evaluation Committee, reported on the session held with other officers for the annual appraisal of the Executive Director. She reviewed results of an instrument completed by Council members rating the various expectations of the Executive Director, and shared data provided by the "Educational Administrator Effectiveness Profile" completed by Mr. Cawelti and seven members of the executive staff. She also reviewed the travel schedule of the Executive Director.

She said the data indicate that the Executive Director has fulfilled the expectations of his position with a high degree of consistency and commendable quality. The official summary of the committee's findings will be provided to Mr. Cawelti and a copy placed in his personnel file.

* Status of Reorganization Plan. Mr. Cawelti reviewed the status of the reorganization plan which is now nearing completion with the recent employment of Ms. Helene Hodges as Director of Program Development. Only three unfilled positions remain including the grants coordinator. He also provided data on the balance of the staff according to gender and race, salary data, and an organizational chart that included the name and title of each employee.

The Executive Council reconvened in open session at 10:15 a.m., and was joined by Mr. Cawelti, Mr. Bralove, and Ms. Titus.

4. Budget Matters

* Status of FY 86 Budget Execution. Mr. Cawelti reviewed the FY 86 budget, noting that revenues exceeded projections by 5 percent, and expenditures exceeded projections by 6 percent. The net effect is a $50,000 reduction in the budgeted reserve fund for FY 86, bringing the reserve amount down to $150,000. Income for FY 86 is projected to total $6.5 million.

* Authorization of Exceeded Budget Amounts. An itemized list of expenses exceeding budget amounts was distributed to the Council (Attachment I). Overage were discussed in detail, and Mr. Cawelti assured the Council that budgeting accountability procedures would be improved in the coming year.
Mr. Sanchez MOVED and Ms. Marani SECONDED the motion to authorize overages in excess of 10 percent of the FY 86 budget which had not already been authorized. MOTION CARRIED.

* Preliminary Review of FY 87 Budget. Mr. Cawelti reviewed the proposed FY 87 budget, which includes a five dollar increase in both regular and comprehensive membership dues. Mr. Brain offered corrections to amounts listed. Action on the budget was delayed pending discussion of program development. After reviewing the program development amount as per the attached budget (Note: Attachment 2 is not enclosed as it essentially duplicates the recent Board mailing you received.) It was MOVED by Mr. Hanes and SECONDED by Ms. Carter to transmit the FY 87 budget to the Board of Directors for approval. MOTION CARRIED.

5. Resolutions Report

* Appointment of Resolutions Committee Chair.

Ms. Conran MOVED and Ms. Marshall SECONDED appointment of Arthur Steller (OK) as chair of the 1987 Resolutions Committee. MOTION CARRIED.

* Recommendations on Resolutions Process. Ms. Berreth reviewed changes proposed by the Resolutions Committee, and asked the Council to consider the procedures by which the committee operates and offer direction to the staff for action on resolutions. Following discussion,

Ms. Knoll MOVED and Ms. Jollivet SECONDED the motion to approve changes to the procedures as amended by the Executive Council (Attachment 3). MOTION CARRIED.

* Action on Resolutions

Staff was asked to bring, each year, a plan of action on resolutions passed at the annual conference to the June Executive Council meeting. Direction on the plan will be provided at the meeting. The officers of the Association will continue to work with staff on the plan throughout the year. Following discussion of the 1986 resolutions plan,

Ms. Carter MOVED and Mr. Sanchez SECONDED approval of the plan for action on the 1986 resolutions. MOTION CARRIED.
6. Field Services and Governance Matters

* Reports on Networks, Presidents' Leadership Conference, and Affiliates on Probation. Ms. Berreth reviewed the status of the member-initiated networks project, and distributed a summary of activities conducted by the first group of funded networks (Attachment 4). It was suggested that the long-range plan be considered when funding networks, and that a cycle of appointment to the Networks Committee be established.

Ms. Berreth distributed a summary of evaluations of the 1986 Presidents' Leadership Conference and reported that the Affiliate Advisory Committee is considering whether to invite presidents-elect-elect to this annual training. Their recommendations will be provided this fall.

Ms. Berreth reported that the Montana, North Dakota, and Virgin Islands affiliates have greatly improved their functioning within the past year, and

Ms. Hanes MOVED and Ms. Jollivet SECONDED the motion to remove the North Dakota and Virgin Islands affiliates from probation. MOTION CARRIED.

The Rhode Island affiliate has been unable to comply with the conditions of affiliation since 1984, despite the efforts of Nora Walker, the only active member.

Ms. Marani MOVED and Ms. Hill SECONDED the motion to disaffiliate the Rhode Island affiliate, with regret. MOTION CARRIED.

Following further discussion,

Mr. Hanes MOVED and Ms. Marani SECONDED the motion to have Ms. Berreth develop options and alternatives for reconstituting a new affiliate in Rhode Island, and that the Executive Council give leadership to these efforts. MOTION CARRIED.

Staff will convey the Executive Council's appreciation to Ms. Walker for her efforts, Ms. Knoll will work with nearby affiliates to provide assistance, and national members residing in Rhode Island will be informed of the disaffiliation and offered assistance in rebuilding an affiliate in the state.
Ms. Berreth reviewed the Commission's recommendations on the role of individual members, affiliates, and national ASCD in legislation and policy making. Following discussion,

Ms. Jolivet MOVED and Ms. Clyne SECONDED approval of the concept of training for individual members on effective lobbying, continuation of policy analysis activity at the national level, and encouragement of further examination of this concept. Recommendations on how they may be best accomplished will be reported back to the Executive Council by Ms. Berreth this fall. MOTION CARRIED.

* Proposed Policy on Letters of Support for Potential Nominees. Ms. Berreth reviewed the proposed policy, which would be printed on the candidacy recommendation form. Following discussion,

Mr. Sanchez MOVED and Ms. Marshall SECONDED adoption of the recommended policy as amended (Attachment 5). MOTION CARRIED.

* Action on Affiliate Advisory Committee Recommendation.

Ms. Hughes MOVED and Ms. Jolivet SECONDED approval of the Affiliate Advisory Committee recommendation that ASCD provide technical assistance to ASCD regions that meet in years when a national ASCD-sponsored regional meeting is not held. MOTION CARRIED.

The Council further recommended that the Affiliate Advisory Committee consider other forms of assistance, including small loans for affiliates presenting evidence of a great need for national support, and that a recommendation on this be made to the Executive Council.

* New Products Report. Mr. Braiose presented designs proposed for ASCD pins, tote bags, t-shirts, and polo shirts, and

Mr. Hanes MOVED and Ms. Knoll SECONDED authorizing the staff to develop and distribute in a limited way novelty items reflecting pride in ASCD. MOTION CARRIED.
7. Annual Conference Report

* San Francisco Conference Evaluation. Ms. Arlington reviewed summaries of evaluations of major meetings held at the 1986 Annual Conference in San Francisco. Presentation of this data has been enhanced by use of a scanner.

* Review Financial Status of Conference. Ms. Arlington reported that the 1986 Annual Conference did very well financially, grossing $433,150 for the Association.

* 1987 Conference Planning Committee Report. Ms. Arlington reported that Robert Coles, Neil Postman, Sarah Lawrence-Lightfoot, and Terrence Deal have been contracted as general session speakers for the 1987 Annual Conference. Ms. Conran, chair of the planning committee, reported that collaboration between K-12 and the university will serve as the conference's core theme. She complimented Ms. Arlington for her fine planning on this conference, and reported that the Local Arrangements Committee is considering sponsoring a Mardi Gras Ball. Methods of increasing conference attendance were discussed, including offering units of credit in continuing education for conference participants.

* Business Meeting Schedule. Attendance, content, and timing of the Annual Business meeting were discussed in relation to the small number of attendees at the 1986 business meeting in San Francisco. Following consideration of various times for the meeting and scheduling of other events on the day of the meeting, it was agreed that this issue should be presented to the Board of Directors at their next meeting.

* Selection of Cities for Consideration for 1995 & 1996

Following discussion, Chicago, Dallas, and Houston were selected for consideration as central sites for the 1994 and 1995 ASCD Annual Conferences. New Orleans is also a possible site for 1996, and staff will prepare final recommendations for Executive Council action in October.

* Policy on Curriculum Materials Exhibit. Ms. Arlington presented staff's recommendations for handling the curriculum materials exhibit and, following discussion,

Ms. Conran MOVED and Mr. Sanchez SECONDED appointment of Marilyn Winters as coordinator of the curriculum materials exhibit at the 1987 Annual Conference, that she be given
a budget of $500, and that Kraus International be asked to contribute $3500 to offset costs of collection, cataloging, packaging, shipment, and exhibit of materials, or agreement with them will be terminated. MOTION CARRIED.

Ms. Arlington was also asked to develop new procedures for ensuring quality of the catalogue for this exhibit and for its distribution.

* Annual Conference Exhibits Policy.

Following discussion of the staff's recommendation that in order to comply with existing ASCD policies 603.1.1 and 603.1.2 requiring that displays relate to the purposes of the Association as well as to the conference theme and topics,

Ms. Knoll MOVED and Mr. Hanes SECONDED to approve that exhibits without educational value be excluded. MOTION CARRIED.

8. Intensified Efforts in Public Information Area. Mr. Cawelti reported that he is working with Phil King, ASCD's public relations consultant, on ways to effectively produce a greater quantity of short-term analyses and statements on issues of importance in the field of education.

9. Report on Policy Analysis Activity. Ms. Berreth reported that the last two published analyses have placed in the top ten selling publications for the year of distribution. The next policy analysis, to be published in September, will serve as a manual for how to analyze policy and provide analyses of policies on salaries, student testing, and administrative training centers. Another analysis is now being planned, and will address policies relating to the education and care of young children.

10. Request for Use of President's Fund. Regarding use of the President's Fund by the president-elect,

Ms. Knoll MOVED and Mr. Sanchez SECONDED that the fund be used over three years flexibly as needed, not to exceed the total of $11,000. MOTION CARRIED.
11. Publications Program Report

* Action on Proposed Booklets and Videotapes. Mr. Brandt reviewed several proposed publications, including the 1989 Yearbook, the book by Allan Glatthorn on curriculum development, and the book edited by Alex Molnar on the Social Responsibility of Educators. Publication of one of the latter two as a comprehensive member book was left to the discretion of Mr. Brandt and the Publications Committee.

Mr. Hanes MOVED and Ms. Marani SECONDED the motion to approve publication of a book on study skills. MOTION CARRIED.

Mr. Sanchez MOVED and Ms. Knoll SECONDED Executive Council interest in publishing a training program for professional assistance personnel, and Mr. Brandt is to pursue the project and take steps leading to the publication of such a program. MOTION CARRIED.

* Appointment of 1986-87 Publications Committee.

Ms. Conran MOVED and Ms. Marshall SECONDED that members be appointed to the Publications Committee for one year terms beginning at the Annual Conference in March and ending at the next Annual Conference, beginning in 1987. MOTION CARRIED.

Ms. Hill MOVED and Ms. Clyne SECONDED the appointment of Gordon Floyd (AR), Georgea Mohrman Sparks (MI), Lois Harrison-Jones (VA), and Susan Loucks-Horsley (MA) to the 1986-87 Publications Committee, and to reappoint Allan Glatthorn (NY) (Chair), Mel Preusser (CO), and Meredith "Mark" Gall (OR). MOTION CARRIED.

Mr. Rhodes gave a brief report on videotapes currently in production and ideas for new videotapes.
12. **Program Development Reports.**

* **Status of FY 86 Projects and Activities.** Mr. Cawelti briefly reviewed program development projects including completion of the high school survey and design of a survey on middle schools.

* **1986-87 National Curriculum Study Institutes Schedule.** Sixty-four NCSIs are planned for the coming year, consultants for the first half are confirmed, and hotel arrangements for the second half are almost complete. The summer series reflect some expansion relative to last year.

* **Long-Range Plan Elements.** Mr. Brandt reported that a major aspect of the Thinking Skills element of the long-range plan will be the continuation of the Association Collaborative on Teaching Thinking. Experts will meet in November to review a proposed book on the subject, and several other activities are being planned.

Ms. Adkisson reported the results of an advisory panel meeting on the Education and Care of Young Children aspect of the long-range plan. Affiliate presidents have also offered input. The November issue of *Educational Leadership* will address the topic, a publication of condensed principles and standards is being planned, and a conference is planned for next spring on the issues involved.

Mr. Cawelti reported that many applications for the Middle School Consortium have been received and that the High School Futures Planning Network will continue on a modified basis. These projects address the effective Leadership/Supervisory Behavior focus of the long-range plan.

* **Action on FY 87 Program Development Recommendations.** Mr. Cawelti reviewed the proposed program development budget for 1986-87 and suggested the addition of an Elementary School Thinking Skills Consortium, an International Education Study Group, and additional funding of $3,500 for the networks project (Attachment 6).

Ms. Hughes MOVED and Ms. Clyne SECONDED approval of the FY 87 program development items as amended by the Executive Director. MOTION CARRIED.
13. **Recommendation to Board of Directors for Disposition of ASCD Leadership Foundation Funds.** The Board of Directors has directed the Executive Council to develop people-oriented recommendations for use of the remaining funds. Following discussion, President Firth appointed a subcommittee of Ms. Clyne, Ms. Hill, and Ms. Knoll to develop alternative plans for presentation to the Executive Council in October. A recommendation will be made at that time for presentation to the Board of Directors in March 1987.

15. **Liaison Reports and Actions.**

* **Contract with Lancaster-Lebanon Study Council.** Mr. Cawelti reported on the proposed contract with the Lancaster-Lebanon Study Council, wherein ASCD conducts staff development for 22 school districts.

  Ms. Conran MOVED and Ms. Marani SECONDED the motion to approve the contract. MOTION CARRIED.

* **National Commission on Social Studies.** Mr. Cawelti reported on plans for developing such a commission. Participating associations are requested to fund the endeavor. Ben Ebersole will represent ASCD this year, and an official member will be named later in the year.

* **Travel Study Tours to China and Russia.** Ms. Hughes reported on tours planned for the summer of 1987 in collaboration with Kent State University. She reported that due to concerns about radiation levels resulting from Chernobyl, ASCD will not be sponsoring the tour of the U.S.S.R. in 1986. Other groups are still planning to conduct the tour.

* **Joint Committee on Standards for Educational Evaluation.** The commission, headed by Daniel Stufflebeam, sets technical and ethical standards for educational evaluation. ASCD plans to continue its participation, with former president Phillip Hosford serving as the ASCD representative. The committee is currently working on personnel evaluation. President Firth has critiqued the initial draft of these standards.

* **National Council for Accreditation of Teacher Education.** ASCD has been a member of NCATE for five years. Former president Phil Robinson has served as our temporary representative to the board in the past year. A new
governing structure is in the process of being developed by NCATE. ASCD will appoint a representative to the new structure as well as a person to be trained as an examiner. Mr. Cawelti will confer with the Association officers regarding appointments when more information is available.

Mr. Hanes MOVED and Ms. Marani SECONDED authorization of the $6500 dues payment to NCATE. MOTION CARRIED.

* International Liaison. Mr. Cawelti reported on contacts with Hong Kong and Department of Defense Dependents Schools personnel in Europe and the advancement of international understanding of curriculum. The Executive Council stressed the importance of planning for long-term collaboration as a counter to an emerging parochialism in the 1980's.

16. Absence of Members of the Executive Council

Several Council members expressed concern about possible loss to the governance of the Association when a member of the Executive Council is absent over a period of time, and staff were therefore directed to investigate policies in effect at other associations.

Ms. Hughes further MOVED and Ms. Clyne SECONDED that President Firth contact the absent Council member to express the concern of Council members. MOTION CARRIED.

President Firth extended his thanks to the staff for their work on this meeting, and to the Executive Council for its careful deliberation of Association issues.

The meeting was adjourned at 4:00 p.m. on Saturday, June 21, 1986.

Future Meeting Dates: October 9–11, 1986
March 19 & 24, 1987
June 19-21, 1987

* * *
## Overtages in Excess of 10% Authorized in March
### Additional Funds Requested

<table>
<thead>
<tr>
<th>Line Item</th>
<th>FY 1986 Budget</th>
<th>Authorized in March</th>
<th>Additional Requested</th>
<th>Total</th>
<th>Note</th>
</tr>
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<tr>
<td>Comprehensive Books</td>
<td>$140,000</td>
<td>$26,000</td>
<td>$85,000</td>
<td>$101,000</td>
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<td>Audiotape Development</td>
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<td>Audiotape Reproduction</td>
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<td>Order Processing</td>
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<td>NCSI Promotion</td>
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<td>19,000</td>
<td>35,000</td>
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<td>Member/Sub Distribution</td>
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<td>Software Maintenance &amp;</td>
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<td>Development</td>
<td>60,000</td>
<td>54,000</td>
<td>5,000</td>
<td>59,000</td>
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<td>Office Supplies</td>
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<td>7,500</td>
<td>19,000</td>
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<td>Legal &amp; Audit Fees</td>
<td>20,000</td>
<td>8,000</td>
<td>9,000</td>
<td>17,000</td>
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<td><strong>Total</strong></td>
<td><strong>$681,000</strong></td>
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<td><strong>$181,000</strong></td>
<td><strong>$345,900</strong></td>
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*Estimated. ASCD's fiscal year ends August 31, 1986. These figures are estimates based on the first 9 months of actual expenses.*

## Additional Funds Requested in Excess of 10%
### Not Previously Authorized

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<th>Line Item</th>
<th>FY 1986 Budget</th>
<th>Additional Requested</th>
<th>Note</th>
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<td>Scholarly Journal</td>
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<td>Videotape Development</td>
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<td>Membership Promotion</td>
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<td>Publications Promotion</td>
<td>46,000</td>
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<td>Exhibit Show Promotion</td>
<td>4,000</td>
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<td>Other Promotion</td>
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<td>1,900</td>
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<td>Conference Program</td>
<td>26,000</td>
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<td>Conference Registration</td>
<td>6,000</td>
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<td>Conference Major Speakers</td>
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<td>Conference Operating Exp.</td>
<td>22,000</td>
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<tr>
<td>Conference Audio/visual</td>
<td>8,000</td>
<td>3,800</td>
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<tr>
<td>Election Expenses</td>
<td>-0-</td>
<td>1,600</td>
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<td>Review Council</td>
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<tr>
<td>Presidents' Expenses</td>
<td>11,000</td>
<td>3,700</td>
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<td>Computer Maintenance</td>
<td>23,000</td>
<td>24,700</td>
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<td>Electric &amp; Water</td>
<td>23,000</td>
<td>700</td>
<td>25</td>
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<tr>
<td>Dues &amp; Subscriptions</td>
<td>4,000</td>
<td>2,600</td>
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<td><strong>Total</strong></td>
<td><strong>$973,000</strong></td>
<td><strong>$141,700</strong></td>
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**Note:** Except for item #1 above, amounts in the center column of pages 11-18 of the Executive Council attachments (FY 1986 Estimated Actual) include the additional amounts being requested.
ASCĐ
Budget Overage Report - FY 1986 (cont.)

Notes and Explanations

1. Five books issued in FY 1986, including Costa book; all books larger
   than projected; FY 1985-86 and FY 1986-87 calendar charged to FY 1986;
   $20,000 included for Middle School book and Year of Teacher book.
2. Cost of E. L. on Tape not anticipated in original budget. The money has
   already been spent.
3. See note 2.
4. Additional cost of forms and increase in handling costs.
5. High cost of 2nd semester brochure and additional mailing of flyers to
   promote summer institutes. The additional promotion costs resulted in
   NCSI income surpassing what was budgeted by over $90,000. The money
   has already been spent.
6. Higher postage and mailing fees resulting from heavier books printed
   than was anticipated. Some of the money has already been spent.
7. Computer breakdown after moving to 125 N. West Street required substantial
   "fixes" to registration, order processing, and financial software. The
   money has already been spent.
8. Move to 125 N. West caused substantial reprinting of stationery that
   was not anticipated in the budget. Also, the amount of office supplies
   used has increased, especially in the area of PC supplies. Most of the
   money has already been spent.
9. The cost of ASCĐ's audit was 50% higher than anticipated because of the
   increased scope of the audit resulting from purchase of new building
   and review of Industrial Revenue Bond. The money has already been
   spent.
10. The success of this journal in terms of the subscriptions received
    requires larger than anticipated press run for each issue. The
    resulting income is also higher than anticipated. Part of the money
    has already been spent.
11. Unanticipated additional cost for the ASCĐ Slide-Tape presentation and
    the Thinking Skills training modules. Some of the money has already
    been spent.
12. Additional money required to complete testing of reverse nomination
    promotion. The potential increase in membership income, if the testing
    proves successful, will be approximately $40,000.
14. Additional data entry required to restore exhibitor file lost as a re-
    sult of computer problems. The money has already been spent.
15. Storage costs not anticipated in original budget.
16. 1,500 extra programs needed to be printed for larger than anticipated
    attendance in San Francisco. The money has already been spent.
17. Additional cost resulting from higher than anticipated registration in
    San Francisco. The money has already been spent.
18. Payments to speakers higher than anticipated. The money has already been
    spent.
19. Meeting room charges assessed by the Ramada and San Francisco Hilton were
    not budgeted. The money has already been spent.
20. The amount budgeted was unrealistically low. The money has already been
    spent.
21. Charges for processing national ballot that was not allowed for in the
    original budget. The money has already been spent.
Notes and Explanations

22. Budget set too low.
23. This is a timing phenomenon. More expenses were charged in this fiscal year; fewer expenses charged in prior fiscal year. Some of the money has already been spent.
24. Higher costs resulting from major repairs after the move. Also, acquisition of additional PC's and the resulting maintenance costs were not anticipated. Most of the money has already been spent.
25. Move to new building has resulted in higher costs than were anticipated.
26. NCATE dues were left out of original budget. The money has already been spent.
GENERAL PROCEDURES FOR RESOLUTIONS

1. DEFINITION
Resolutions are statements of the Association's position on educational issues. Recommendations for changes in Internal Association procedures or policy are referred to the elected governing bodies of the Association (see procedure 3).

2. RESOLUTIONS COMMITTEE RESPONSIBILITIES
The responsibilities of the Resolutions Committee include: 1) initiating meaningful resolutions, 2) soliciting resolutions from the membership, 3) endorsing resolutions which are believed to represent the present position or desired future position of ASCD (no veto power is implied by the endorsement responsibility, and all resolutions received are edited and presented), 4) ensuring that resolutions are presented to the membership in standard format, 5) clarifying wording and intent of the proposed resolutions, 6) consulting and working with authors of resolutions prior to the business meeting, and 7) compiling a Synthesis of ASCD Resolutions every three years for dissemination to the membership.

3. INTERNAL ASSOCIATION POLICY AND PROCEDURES
Individuals or groups who wish to recommend changes in Internal Association procedures or policy should communicate their ideas in writing to a member of the Review Council, the Board of Directors, or the Executive Council. These people are in a position to request that such items be placed on the agenda of meetings where such proposed changes can be addressed. Resolutions are not needed to effect changes in Internal Association policy or procedures.

If the resolutions committee receives a recommended resolution which focuses on the Internal Association procedures or policy, the committee forwards it to the Review Council and sends a copy to the president. The initiator of such recommended changes is informed by the chairperson of the resolutions committee of the process being followed.

4. USE OF RESOLUTIONS SYNTHESIS
Before drafting a new resolution, the SYNTHESIS OF RESOLUTIONS should be consulted to determine whether the Association has already taken a position on the issue under consideration. No new resolution is required unless the intent is to change the position of the Association. When a change is being requested, it should be so specified.

5. FORM FOR RESOLUTIONS
ASCD resolutions include a brief rationale and a position statement. They may also recommend actions to be taken in support of the position. The action statements help to illustrate that the issue is an appropriate one for ASCD to
address. The specific actions which the Association takes in response to particular resolutions are determined by the Executive Council and/or by the Board of Directors. (A series of statements beginning with the word "whereas" are not standard form for an ASCD resolution.)

6. SUBMITTING RESOLUTIONS
Resolutions should be submitted to the chairperson of the resolutions committee (or the staff member working with the resolutions committee) prior to the early December meeting of the committee. Resolutions submitted by that time will be considered for endorsement by the resolutions committee. The proposed resolutions will appear in a published document which will be distributed to all conference participants with their registration materials. Resolutions endorsed by the committee will be so identified.

7. DUPLICATE RESOLUTIONS
When a resolution is recommended which duplicates or nearly duplicates an existing resolution, this is not presented at the business meeting. The chairperson of the resolutions committee sends copies of the recommended resolution to the staff member coordinating resolutions and to the president, informing the initiator that the resolution duplicates an existing resolution. The initiator has the option of making a written request for a review of ASCD actions on the resolution. ASCD staff is then asked to prepare for the Review Council, the Board of Directors, and the Executive Council a statement showing previous and current ASCD actions on the resolution. It is the task of the elected leaders of ASCD to determine whether the resolution is being adequately implemented. Current action may be taken by the Board of Directors or Executive Council based on this review. The submitter(s) of the duplicate resolution will be informed as to the progress and results of this review.

8. LATE RESOLUTIONS ON EMERGING CRITICAL ISSUES
On rare occasions urgent, critical issues arise between the December meeting of the resolutions committee and the March conference. To provide for this possibility, late resolutions may be considered by the Association, if certain conditions are met: (a) thirty copies of the late resolution are submitted in standard form to the chair of the resolutions committee; (b) late resolutions are submitted prior to the beginning of the open hearing on resolutions; and (c) consideration of late resolutions in the open hearing follows consideration of resolutions submitted in a timely manner.

9. AUTHORS' RESPONSIBILITIES
The author maintains responsibility for reviewing revisions in proposed resolutions and for working with the resolutions committee to resolve any differences. The committee will
consult and work with authors on revisions prior to and during the annual conference. The author, or someone designated to speak in behalf of a resolution, must be present at the open hearing and at the business meeting in order to ensure that the intent of the resolution is captured and in order for the resolution to be considered.

10. **TIME LIMITS**
Given the allotted time for the annual business meeting, debate on a resolution is limited to two minutes per speaker. Others have an opportunity to speak before any individual speaks twice on an issue.

11. **AMENDMENTS**
Recommended amendments to proposed resolutions should be made during the open hearing. An amendment may also be proposed from the floor of the business meeting. Amendments may not be so substantive as to change the meaning or intent of the resolution.

12. **WORDING AND PUNCTUATION**
Proposed changes in wording or punctuation, intended only to clarify the meaning of a resolution, should be submitted in writing to the chairperson of the resolutions committee. Such changes will be taken under advisement when the resolution is edited for publication.

13. **GUIDANCE TO THE BOARD OF DIRECTORS**
The vote of the members at the business meeting provides information and guidance to the Board of Directors for their vote on each resolution at their meeting following the business meeting.

14. **OFFICIAL POSITIONS**
Resolutions approved by the Board of Directors become the official position of the Association.

15. **ACTION ON RESOLUTIONS**
ASCD policy calls for the staff to report to the Board of Directors, the Executive Council, and the Review Council the action taken in response to each resolution during the year following the passage of the resolution. Should a member desire to know of current action on previous resolutions or to encourage further action, he or she may make a written request for a review of the resolution. The opportunity for a resolutions action review will be published in the conference program and in the January issue of Update.
STATEMENTS OF CONCERN

Issues which become concerns too late to be drafted as resolutions can be presented as statements of concern at the end of the business meeting after action on all proposed resolutions. These may be stated from the floor where they will be heard by the Board of Directors and the Executive Council. Statements of concern may also be submitted to the resolutions committee for possible resolutions at the next annual conference.

Adopted by the Executive Council
June 1986
<table>
<thead>
<tr>
<th>Activities</th>
<th>Consequences</th>
<th>Remaining</th>
<th>Mailings</th>
<th>Network</th>
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<tr>
<td>Conferences</td>
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<td>Remaining</td>
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**Network Initiatives**

- **Conference**: met at 1986 ASCD in Chicago. 103 attendees attended.
- **Conferences** in Chicago and 76 newsletters were sent out.
- **Mailings**: total of 10 mailings were sent.
- **Networking**: total of 2 networking events were planned.
- **Member Newsletters**: total of 2 newsletters were planned.
- **Network News**: total of 3 - Network News.

**Conference Highlights**

- **Planned**: 8 sessions/year, 8 sessions/year, as planned and newsletter.
- **Networking**: total of 2 networking events were planned.
- **Member Newsletters**: total of 2 newsletters were planned.
- **Network News**: total of 3 - Network News.

**Networking Activities**

- **Expanding**: membership, membership, membership, membership, membership.
- **Networking**: total of 2 networking events were planned.
- **Member Newsletters**: total of 2 newsletters were planned.
- **Networking**: total of 3 - Network News.

**Conference Proceedings**

- **Planned**: 8 sessions/year, 8 sessions/year, as planned and newsletter.
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POLICY ON LETTERS OF SUPPORT FOR POTENTIAL ASCD NOMINEES

The ASCD Nominating Committee Chair welcomes up to three letters of support for the potential candidate. Letters should be as specific as possible. Should the chair receive more than three letters, he/she will select the three that are most informative about the potential candidate's contributions to ASCD for distribution to the Nominating Committee.

Adopted by the Executive Council
June 1986
PROGRAM DEVELOPMENT BUDGET
1986 - 1987

1. Thinking Skills (see detail in Brandt report) $15,000

2. Education and Care of Young Children (see details in Adkisson report) 15,000

3. Middle School Consortium - two year project focusing on long-range planning 15,000

4. Curriculum Trend Survey - on middle schools; this completes first cycle of studies 8,000

5. Effective Leadership/Supervisory Behavior - task force to meet in September to give direction to this new element of long-range plan 15,000

6. Redefining the Teaching Profession - will set task force to meet early in 1987 to give direction to this new element of long-range plan 15,000

7. High School Futures Planning Consortium - Establish new network of 25 schools for two year project similar to the last one; includes $2,000 to support an informal continuation of last network at a meeting prior to annual conference. 14,000

8. Elementary School Thinking Skills Consortium 13,000

9. International Education Study Group 5,000

TOTAL Program Development Budget for 1986-87 $115,000