ASCD EXECUTIVE COUNCIL MINUTES

October 10 - 11, 1986

Washington Room
ASCD Headquarters, Alexandria, Virginia
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President Gerald Firth called the meeting to order in Executive Session at 9:00 a.m. on Friday, October 10, 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 Jolivet (AZ); Jean Marani (FL); Stephanie Marshall (IL); and Loren Sanchez (CA). Roger Bennett (OH) was not present for medical reasons, and members of the council expressed their best wishes for a speedy recovery.

ASCD STAFF: Gordon Cawelti, Executive Director.
RECORER: Kathron Compton

I. MINUTES APPROVED.

It was moved by Ms. Hughes, and seconded by Ms. Marani to "approve the minutes of the June meeting as previously distributed." MOTION CARRIED.

II. EXECUTIVE SESSION. Mr. Cawelti discussed the concluding stages of the staff reorganization and the pending vacancy in the research and information department occasioned by the departure of Jan Adkisson. The search process began in early September and applicants had been screened down to one candidate, Cynthia Warger. He recommended retaining Research & Information as a separate department, and placing the responsibility for grants coordination under this position. Because of this direct reporting relationship and additional responsibility, the personnel coordinator has regraded the position to the director level (grade 10). The officers were asked to interview the candidate over the lunch hour, after which Mr. Cawelti was authorized to extend a formal offer to Ms. Warger for employment to begin as soon as possible.

Mr. Cawelti also reported on the preliminary results from a replication of an organizational health survey administered to staff members. It showed substantial improvement over the last survey conducted two years ago in the areas of morale, communication adequacy, problem-solving capacity, coordination, division of responsibility, and power equalization. He credited the staff for assuming responsibility for the organization and said the Staff Communication Team would continue to work in areas of concern.

The Executive Council reconvened in open session at 10:15 a.m., and was joined by Mr. Bralove, and Ms. Compton.
1. REPORT ON ACQUISITION OF CAMERON STREET PROPERTY. Mr. Cavelti discussed ASCD's recent acquisition of two townhouses on Cameron Street which will provide for additional parking and future expansion. He stated that ASCD's immediate plans are to raze the buildings to provide extra parking for staff. ASCD is working toward the purchase of a third townhouse (which is contiguous to the two other properties), but Mr. Cavelti stated that it may be some time before a contract is negotiated. Mr. Bralove discussed the findings of John Rust, a local architect who specializes in planning relatively small office buildings. He reported that ASCD can build a 10,000+ square foot building which if not attached to the present building would not be required by the city to provide any parking. If the building were attached to the present building, one parking space for every 400 square feet of office space would be required.

STATUS OF NEW BUILDING RETAINAGE FUNDS ON DRI CONTRACT SETTLEMENT. Mr. Bralove stated that ASCD is close to finalizing the DRI contract settlement. Most of the problems in the new building have been resolved and only a few details (heating/air conditioning noise levels) remain. Mr. Cavelti praised the new building and noted staff approval of general layout and functionality.

2. BUDGET REPORTS.

A. Membership Report. ASCD currently has a total of 73,000 members. The association is budgeting for a 10% increase by August of 1987 which would bring the total to 80,000 members. Mr. Cavelti discussed the past problems with the computer system occasioned by the move. Mr. Bralove stated that all departments were now functioning at a normal rate and that the computer equipment is being updated to accommodate ASCD's growth.

B. Report of FY86 budget (unaudited statement). Mr. Cavelti and Mr. Bralove reviewed the FY 86 budget. The most recent version of the report was distributed. Mr. Cavelti noted that traditionally approximately half of the association's income has come from membership; in 1986 41% of income came from membership. That percentage will begin to grow again because of the dues increase. Also, in 1986 approximately one-third of ASCD income came from publications. Over 25,000 transactions took place this year. There was discussion and clarification of various budget items, but no action was taken.

C. Review of FY87 budget underway. An updated version of the budget was distributed. Mr. Bralove discussed the nature and purpose of depreciation on furniture and equipment. The council discussed the availability of funds for the replacement of such items as needed. Mr. Bralove stated that no program is currently in existence to specifically cover the expense of replacing furniture and equipment, but he will discuss the possibility with ASCD's accountants and make a recommendation to the council in March.
3. ANNUAL CONFERENCE REPORT AND ACTIONS

A. New Orleans conference. Ms. Conran praised the Annual Conference team for the advance publicity for the annual meeting. Ms. Arlington reviewed the conference program and said that the association expects 4500 preregistrants at the conference and an additional 2000 to register "at the door." The theme of the dinner/dance will be Mardi Gras and entertainment will be provided for those in attendance.


Mr. Sanchez moved that Chicago be selected as the site for the 1994 Annual Conference. Ms. Conran seconded the motion. MOTION CARRIED.


Ms. Marshall moved that New Orleans be selected as the site for the 1996 Annual Conference. Ms. Clyne seconded the motion. MOTION CARRIED.

D. Plan for restructuring Conference Planning Committee.

Ms. Hughes moved to accept the recommendation to expand the current Conference Planning Committee to include a consortium of field representatives that would provide advice, suggestions and recommendations to the permanent committee. Three people considered to be knowledgeable and involved in each of the areas of the planning matrix (early childhood/elementary, junior high/middle school, secondary, supervision, curriculum - K-12, staff development and technology) would be invited to monitor, search out related issues, concerns, programs, projects, etc. and report to their counterparts on the permanent committee. Ms. Marshall seconded the motion.

Ms. Jolivet moved an amendment to the proposed motion, that those members serving in the field would serve in an advisory capacity without the promise of future membership on the permanent committee. Mr. Hanes seconded the motion. MOTION CARRIED.

It was moved by Mrs. Hughes to appoint four members to the permanent Planning Committee: Joan Lipsitz (NC), Donna Brennan (IL), Jonathan Sapheir (MA), and Charles Mojkowski (RI). Ms. Marshall seconded the motion. MOTION CARRIED.
Boston conference chair.

Ms. Knoll moved that Arthur Roberts (CT) be named as conference chairman for the 1988 annual conference to be held in Boston. Ms. Hill seconded the motion. MOTION CARRIED.

The council discussed the need for a conference chair to be elected immediately after the annual conference to afford the chair one year of observation prior to the year of preparation before the conference.

Mr. Hanes moved that "the conference program chair be named by the President-elect-elect (to be affirmed by a mail ballot of the Executive Council in consultation with the officers) immediately following announcement of the election results." Mr. Sanchez seconded the motion. MOTION CARRIED.

Ms. Rockwell reported to the council that ASCD may be required to change the dates of the 1992 New Orleans conference to April 7 due to space and arrangements difficulties.

Ms. Conran moved that "the dates be changed for the conference if necessary." Ms. Jolivet seconded the motion. MOTION CARRIED.

7. AFFILIATE UNIT/POLICY ANALYSIS/NETWORKS/gOVERNANCE

A. Adopt implementation plan on 1986 resolutions. Ms. Berreth discussed the council's previous decision to review and approve the resolutions implementation plan every year at the June meeting. She asked the council to approve the implementation plan for 1986.

Ms. Carter moved to approve the proposal and Ms. Marshall seconded the motion. MOTION CARRIED.

The Council discussed extensively the importance of member participation and involvement regarding the important issues of the day.

B. Policies on Expression of Member Positions.

Mr. Sanchez moved to adopt the recommended policy on expression of member positions. Ms. Marani seconded the motion. After discussion, Mr. Hanes moved to adopt the recommended policy with an amendment that the terminology be changed as noted in the attachment. Ms. Hill seconded the motion. AMENDMENT CARRIED. The Council vote on the original motion CARRIED. (Attachment, Pages 10 and 11)
C. **Policy analysis projects.** Ms. Berreth discussed the recently formed policy panel on bilingual education. The panel will analyze major bilingual education policies and make recommendations to ASCD members to guide their practice at the local level. ASCD's most recently completed policy analysis is *School Reform Policy: A Call to Reason.* The next policy analysis will be on early childhood education.

D. **Network Application Status.** Ms. Berreth reviewed the nine network applications received for 1987 network funding consideration. She stated that final selections had not been made as of the date of the council meeting.

E. **Networks Advisory Committee.**

Ms. Hill moved to adopt three year terms for the Networks Advisory Committee beginning in 1987 on a 2/1/2 rotation. Ms. Hughes seconded the motion. **MOTION CARRIED.**

**Plan of Assistance for Affiliates at Risk.** Ms. Knoll and Ms. Berreth discussed the need for ASCD assistance to affiliates "at risk."

Ms. Carter moved to approve the proposed plan to assist affiliates and authorize the development of a supplemental budget. Ms. Conran seconded the motion. **MOTION CARRIED.** (Attachment, Page 12)

**ASCD Commission on Legislative Participation and Policy Making.** Ms. Berreth presented staff and Affiliate Advisory Committee recommendations regarding the Commission's report to the Executive Council in June. No action was taken. (Attachment, Pages 13 - 16)

F. **Affiliate Advisory Committee.** Ms. Berreth presented a request by the Affiliate Advisory Committee that the President's Leadership Conference be extended by one day.

Mr. Hanes moved that "the President's Leadership Conference be extended (to include Sunday) effective with the May 1987 conference and that the Executive Director be directed to authorize the additional expenditures to achieve this purpose." Mr. Sanchez seconded the motion. **MOTION CARRIED.**

G. **Governance/1986 Elections.** Ms. Berreth distributed and discussed a timeline of events leading up to the tardy mailing of ballots for the 1986 national election.

The meeting was joined by Mr. Brandt, Ms. D'Arcangelo and Mr. Rhodes.
4. PUBLICATIONS PROGRAM. Mr. Brandt reviewed each item in section four of the council agenda including the 1989 and 1990 yearbooks, books planned and in production and Educational Leadership. Ms. D'Arcangelo discussed the top ten videos produced by ASCD and showed clips of videotapes in production at this time. Mr. Rhodes responded to the production process of the current videotapes and plans for future videotapes (and a video disc). Mr. Brandt, Ms. D'Arcangelo and Mr. Rhodes fielded questions from the Council regarding various aspects of the publications program.

B. Recommended videotape productions.

Ms. Conran moved to approve the production of "Fundamentals of Teaching." Ms. Jolivet seconded the motion. MOTION CARRIED (Attachment, Pages 17 – 19).

C. 1987-88 Educational Leadership themes. Executive Council members were asked to rate several prospective themes proposed by the Publications Committee. Final themes will be chosen after the proposed themes have been rated by the Polling Panel.

D. Proposed books.

Mr. Sanchez moved to approve three proposed books: Tools for Changing Schools; Mathematics Education and Closing the Achievement Gap. He also moved to approve the outline for the 1989 yearbook and the theme of the 1990 yearbook, "Staff Development/Organization Development". Ms. Carter seconded the motion. MOTION CARRIED.

Editorial Board Appointments to the Journal of Curriculum and Supervision.

Ms. Jolivet moved to replace Maxine Greene and H. Benjamin Williams with Richard Wallace (PA) and Ilene B. Harris (MN). Ms. Hill seconded the motion. MOTION CARRIED.

5. PROGRAM DEVELOPMENT/NCSI REPORT

Ms. Hodges joined the meeting.

A. 1985-86 NCSI series attendance and ratings. Mr. Cavelti reviewed the NCSI series and their evaluations by participants.

B. Policies for NCSI program.

Ms. Carter moved to approve policy statements on the National Curriculum Study Institute program for inclusion into ASCD policy handbook. Ms. Marani seconded the motion. MOTION CARRIED. (Attachment, Pages 20 – 22)
6. ASCD LONG-RANGE PLAN/PROPOSAL FOR ASSURING PARTICIPATION IN
ANNUAL UPDATE PROCESS

The council discussed the long-range plan and ASCD's current adherence to the plan as well as future plans. Mr. Firth discussed the subject of specialty recognition.

Mr. Hanes moved "to continue development of the long-range plan proposal on specialty recognition to be presented to the board in March 1987." Ms. Jolivet seconded the motion. MOTION CARRIED.

The council discussed a variety of subjects including (the proposed ASCD National Training Center) and the major focus areas: Restructuring the Teaching Profession, Technology for Personal and Organizational Effectiveness, the Teaching of Thinking, and the importance of Early Childhood Education, and the proposed ASCD National Training Center.

Proposals for assuring the broader participation in annual updating process of Association priorities. Mr. Cavelti presented a staff proposal to broaden participation in the long range plan. After an extended discussion the council recommended that the proposal be referred back to staff for further consideration and resubmitted after revision.

Ms. Hughes moved that ASCD policy show as an addition to the responsibilities of the ASCD president: "provide leadership in implementing the long-range plan." Ms. Conran seconded the motion. MOTION CARRIED.

It was agreed by consensus that this proposal needed further work to reflect the comments made at this meeting.

D. Select Panel for High School Futures Planning Consortium.

Ms. Hill moved to approve the recommended panel list to select the High School Futures Planning Consortium. Mr. Sanchez seconded the motion. MOTION CARRIED. (Attachment, Page 23)

E. Select Panel for the Elementary School Thinking Skills Consortium. Mr. Cavelti said that due to time constraints the panel had previously been appointed. Mr. Hanes recommended that Robert Sigmon also be appointed to the consortium.

Ms. Jolivet moved "to approve the new panel and the appointment of Bob Sigmon." Ms. Carter seconded the motion. MOTION CARRIED.
The members of the Thinking Skills Consortium Selection Panel are: Art Costa, Esther Fusco, Constance Gonser, Lyn Huttunen, John Barell, and Bob Sigmon.

F. **1987-88 NCSI sites and topics.** This item will be decided upon by mail ballot for the first 1/2 of the year.

G. **Dissertation award judges.**

Mr. Hanes moved to appoint eight members as dissertation award judges: Rufus Ellis, Jr.; Flora C. Weggeland; Barney Berlin; Patricia Kill; Donald McDermott; Elizabeth Pawlitschek; Jim King; and Bob Geurts and Bonnie Smith. The 9th position will be filled in consultation with Mr. Firth. Mr. Sanchez seconded the motion. **MOTION CARRIED.**

10. **ASCD ROLE IN INTERNATIONAL EDUCATION**

A. **Affiliation with the Association for the Study of Curriculum.** Mr. Firth discussed ASCD's relationship with ASC. He also discussed United Kingdom ASCD.

B. **Proposed affiliation with the Australian Curriculum Studies Association (ACSA).**

Ms. Conran moved that the board approve liaison status with ACSA at New Orleans conference. Mr. Hanes seconded the motion. **MOTION CARRIED.**

C. **Relationship with Canadian Association of Curriculum Studies (CACS).** Mr. Firth stated that CACS and ASCD have a relationship although it is minimal.

D&E. **International Affiliates Status**

Mr. Firth discussed ASCD's international affiliates focusing on the affiliates in Canada, Germany and the United Kingdom. Mr. Cavelti discussed his upcoming meeting with Ruud Gorter regarding the formation of a Dutch Belgian affiliate.

F. **ASCD-sponsored study tours through Kent State University to Russia and China.** Mr. Cavelti briefly discussed the decision to cancel the trip to the USSR due to contamination levels after the nuclear accident. ASCD will begin to advertise for future tours to Australia and China. The council discussed the importance of ASCD's involvement regarding international education.
11. ASCD REPRESENTATIVE TO THE NCATE BOARD FOR ONE-YEAR TERM.

Ms. Jolivet moved to appoint Phil Robinson to NCATE for another one-year term. Ms. Conran seconded the motion. MOTION CARRIED.

12. USE OF CONFER SYSTEM--PURPOSE AND PROCEDURES. Those council members interested met at 8:30 a.m. on Saturday to learn about the Confer System.

9. DISPOSITION OF ASCD LEADERSHIP FOUNDATION FUNDS. Ms. Knoll and the Council discussed the disposal of funds and requested that the Council consider transmittal of them to the Board of Directors for action at the Annual Conference. Alternative proposals were considered and will be incorporated into ideas for the board to consider in March. (Attachment, Pages 24 – 26)

The meeting was adjourned at 5:00 p.m.
ITEM: Policy Analysis

FROM: Diane G. Berreth, Director of Field Services

ACTION REQUESTED: For information only

SUPPLEMENTARY INFORMATION: ASCD's newest policy analysis panel will focus on bilingual education during its October 24-25 meeting. The panel's charge is to analyze major bilingual education policies and make recommendations to ASCD members that will guide their practice at the local level. The emphasis will be on what policies have been identified through research as effective, and on current bilingual education issues. Their report is expected out early in 1987. This analysis will be followed by a spring analysis of policy issues in the care and education of young children.

In addition to these comprehensive analyses the Association will develop shorter statements on immediate issues. These will be issued through news releases every one to two months.

RELATIONSHIP TO ASCD GOALS/FIVE-YEAR PLAN: ASCD Constitution, purposes 3, 4, 5, & 8.

RELATED DOCUMENTS: Policy Panel on Bilingual Education

ACTION TAKEN:
000 Communicating concerns or positions on issues

000.1 The Association shall provide for direct expression of member concerns and/or positions on educational and internal Association issues through a written and oral process.

000.1.1 Concerns on internal Association issues shall be communicated to the appropriate governmental body in writing, or to an open hearing of the Review Council orally.

000.1.2 Concerns on educational issues may be communicated to the appropriate governing body in writing and/or orally to the appropriate governing body at the Annual Conference.

000.2 Members recommending statements on educational issues for adoption as Association positions shall use the procedures established for the resolutions process.

The resolutions procedures would follow these policy statements.
ITEM: Plan of Assistance for Affiliates at Risk

FROM: Marcia Knoll, President-Elect and Executive Council Liaison and Diane G. Berreth, Director of Field Services, for the Affiliate Advisory Committee

ACTION REQUESTED: Approval of proposed plan to assist affiliates "at risk" and authorization to develop supplemental budget.

The Affiliate Advisory Committee identified four issues that cause an affiliate to be "at risk":

1. loss of financial resources;
2. lack of leadership;
3. weak organizational structure (e.g. lack of board meetings);
4. lack of awareness of affiliate problems.

Recommended strategies for dealing with these issues include:

1. visits to nearby affiliates;
2. reimbursed travel to a nearby regional meeting;
3. on-site assistance;
4. information collection;
5. loans.

Strategies would be selected based upon a written assistance plan between national and the affiliate.
ITEM: Report of the ASCD Commission on Legislative Participation and Policy Making

FROM: Diane G. Berreth, Director of Field Services (for the Affiliate Advisory Committee)

ACTION REQUESTED: For information only

SUPPLEMENTARY INFORMATION:

The Commission's report to the Executive Council was presented in June. At that time the Council acted to approve the training concepts in the report and requested their further examination by staff with a report back to the Council in October. Since that time the Affiliate Advisory Committee and I have received the Commissions' recommendations to the Council and proposes the attached actions in response.

RELATIONSHIP TO ASCD GOALS: Supports constitutional goals 3, 5, and 8.

ACTION TAKEN:
AFFILIATE ADVISORY COMMITTEE
MEETING SUMMARY

September 26-27, 1986
Alexandria, VA

Attending: Diane Berreth, ASCD Staff, Barbara Divins, Marcia Knoll, Executive Council liaison, Dale Linebarger, Irving Ouellette, Pro-tem chair.

The meeting opened with an overview of the committee's history. Irving reviewed the committee's March, 1986 report to the Board on excellence in affiliates. Highlights of the meeting included:

1. Initiating a pilot marketing effort to jointly recruit state and national members. This recommendation was included in the March Board report. The purpose of the pilot effort is to collect data on the feasibility of such a program in the future. It should be of sufficient quality to provide valid data for future decisions on joint dues collection.

2. Planning for an increased emphasis on affiliate recognition. The committee recommended that a celebratory luncheon for affiliates be scheduled at the Annual Conference beginning in 1988. Invitees will include Presidents' Leadership Conference attendees, ASCD officers and Executive Council, and the Affiliate Advisory Committee. The purpose of the luncheon will be to celebrate affiliate achievements (including the publications awards).

3. Reviewing the regional meetings and their relationship to the Commission report/policy and legislation. The Committee recommended that regional meetings be increased to four per year to: a) allow one representative from each affiliate to participate within their three year term cycle, and b) to promote training of affiliates in policy and governance as recommended by the ASCD Commission on Legislative Participation and Policy Making. They further recommended that Diane begin this training immediately as part of the 1986-1987 regional plan. They also suggested that ASCD schedule an action lab/session on policy and legislation (perhaps by the Commission) and that affiliates be asked to report on their policy/legislative activities as part of their March meeting.
Commission Recommendation

1. Establish training programs to develop the will and the competencies of members to influence education policy. Make the training programs available in a variety of locations and formats (NCSIs, Presidents Leadership Conference, Annual Conference).

2. Request an annual progress report from each trained affiliate president on activities used to influence policy and legislation.

3. Develop and disseminate information on means by which members can influence education policy.

4. Continue and increase its efforts to affect national education policy by analyzing and acting on relevant issues, including use of media.

5. Evaluate the timeline for presidents’-elect training and provide training at the beginning rather than the end of the presidents’-elect terms.

6. Provide the necessary personnel and other resources to implement these recommendations.

Affiliate Advisory Committee Response

1. This training can occur through the current affiliate programs of regional meetings and the Presidents' Leadership Conference. An action lab should also be offered on a pilot basis.

2. This should occur at regional meetings, and as a regular agenda item at the Presidents meeting at the Annual Conference.

3. This information will grow out of the knowledge base of national and affiliate members that is just now emerging.

4. This is occurring through national’s expanded activities in policy analysis, position statements and public relations and through our ongoing resolutions program.

5. The Affiliate Advisory Committee has investigated this option and is supporting a program of voluntary two-year participation in the presidents' elect training.

6. This recommendation needs further consideration. A higher level of staffing support may be needed.
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ITEM: Status of Video Productions

FROM: Ron Brandt and Lew Rhodes

ACTION REQUESTED: Approval to initiate production contracts for "Fundamentals of Teaching."

SUPPLEMENTARY INFORMATION: Council policy requires specific approval of each major videotape after initial planning and before actual production funds are expended. In accordance with that policy, approval is requested for production of "Fundamentals of Teaching."

RELATIONSHIP TO ASCD GOALS/FIVE-YEAR PLAN:

RELATED DOCUMENTS: Status Report, attached.

ACTION TAKEN:
Status of Video Productions

Completed

- "Strategic Planning and Leadership" -- This tape demystifies the planning process and shows how three school districts (Detroit, Ft. Wayne, and Placentia, California) have used strategic planning to bridge the gap between long-range planning and the everyday decisions of running schools in a time of dynamic change. Produced in cooperation with the Midcontinent Regional Educational Laboratory.

In Production

- "Teaching Strategies Library" (five parts) -- These tapes explain and demonstrate teaching strategies of "concept formation," "concept attainment," "peer practice," and "new American lecture."

Planned and produced in cooperation with Hanson, Silver, and Strong and Associates of New Jersey, the first set of four strategies plus an introductory tape on their use will probably be followed by similar tapes presenting other strategies in future years.

Status: Tapes and print materials in final editing. Expected release date - mid December, 1986.

- "Tactics for Thinking" -- Twenty-three training modules to accompany the new ASCD/MCREL training materials.

Status: In final editing.

- "Supervision" (four parts) -- A replacement for "The Supervisory Process," these tapes will clarify the relationship between evaluation and supervision, explain the clinical supervision process, and provide training in a number of supervision skills, such as establishing rapport, offering feedback, observation and analysis.

Status: Conceptualization and scripting currently underway. Completion dates will be staggered during Spring, 1987.
"Teaching Episodes" -- We are collaborating with the Fairfax County, Virginia schools in the production of classroom teaching sequences for use in training principals, supervisors, and teachers in classroom observation and analysis skills. These are short (10-20 minute), relatively un-edited sequences of teacher-student interaction in the full range of content areas, teaching modes, and grade levels.

In planning:

"Fundamentals of Teaching" -- These training materials, based on "Hunter" principles will be designed for use in initial training or on-going staff maintenance. Sue Wells Welsh will be the principal consultant and trainer for the project. Classroom demonstrations will be taped in the Napa, California schools using staff and students who have been involved with "Hunter" methods for over three years.

A separate module is planned to address "management" issues that have led to the mis-application of Hunter's principles in some schools. An interview with Madeline Hunter may be included.

Expected completion date: Winter 1987.

"Problem Solving in Mathematics" -- This program is being developed with advice from experts nominated by the National Council of Teachers of Mathematics, which is collaborating in development of the tape.

Status: Temporarily on hold due to other priorities.

"Motivating Teachers" -- For administrators and supervisors. Offers suggestions for ways to vitalize teacher enthusiasm and commitment, including creating a productive climate, recognizing achievement, providing for career development. Examples of successful efforts will be included.

"Curriculum Revision and Development" -- Intended primarily for teacher and administrator groups. appointed to review and improve an entire instructional program (such as the K-12 Math program or the middle school English curriculum), as well as for curriculum specialists. Outlines a comprehensive review process, including data collections, identification of issues, and needs assessment, plus a decision-making process for planning and improving a course of study. Shows procedures employed by exemplary districts.
ITEM: NCSI policies and procedures

FROM: Helene Hodges,
Director of Program Development

ACTION REQUESTED:
Approval

SUPPLEMENTARY INFORMATION

RELATIONSHIP TO ASCD GOALS/FIVE-YEAR PLAN:

Supports elements of five-year plan including leadership training and human resource development. Formalizes NCSI planning and implementation procedures.

RELATED DOCUMENTS:

Department of Program Development
National Curriculum Study Institute
Policies and Procedures Manual

ACTION TAKEN:
POLICY STATEMENTS ON NATIONAL CURRICULUM STUDY INSTITUTE PROGRAM

1. **Quantity** Institutes are held each year from October through August with a regularity sufficient to make a wide range of options available to members. Normally from 55 to 75 institutes are held each year.

2. **Quality** Each institute is carefully evaluated to obtain participants' reactions to program content, site, and facilities, and such data is used to plan future programs including selection of consultants.

3. **Content and Purpose** Institutes are planned to assure approximately equal attention is given to topics in the areas of curriculum, instruction, and supervision/leadership. While training is the dominant type of institute, some focus on issue analysis and simply reporting of good practice is also provided.

4. **Site Selection** Sites are selected to maximize attendance by giving careful attention to the density of membership in a given area, access to major airport facilities and drive-in potential, moderately priced hotel facilities suitable for training, and the general appeal to members of a particular vicinity.

5. **Fiscal Goals and Fees** The general objective is to provide a fee structure that is competitive, feasible to members, and which assures the recovery of all direct and indirect costs of the program. Marketing expenses are annually projected based on the prevailing average for commercial seminar marketing which is approximately 25% of projected program income.

6. **Consultant Selection** The association seeks to model exemplary staff development practice by selecting consultants with a proven record of outstanding performance or by a screening process of prospective presenters which gives assurance of quality work. A concerted effort is made to assure balanced representation of consultants from various positions (school, university, etc), ethnic and gender groups. An annual process is undertaken to maintain and expand a roster of prospective minority consultants.

7. **Establishing Annual Program** The NCSI staff annually begins the process of recommending a slate of topics and sites by assessing (1) topics to be dropped, (2) topics to maintain, and (3) new topics to be added. In addition, annual scanning processes are followed to determine emerging topics and issues, use of a polling process is followed, and unsolicited proposals are carefully reviewed according to set criteria. When a final slate of sites and topics is ready for recommendation, action to approve is required by the Executive Council of the association.
8. **Refunding of Fees**: When there is evidence that significant numbers of participants feel a given institute was not of high quality, and when a participant requests it, a refund of the registration fee may be made on approval of the Director of Program Development.
Panel to Select High School Futures Consortium

From: Gordon Cawelti

Action Requested: Approval of recommended list

Supplementary Information: EC authorized funding for this consortium in June: call for applications will come early in 1987; selection to be made in spring and first meeting in late summer.

Relationship to Goals/Five-Year Plan: Focus is on enhancing strategic planning capability of 25 high school teams; futures emphasis underlies this consortium; concept affords active involvement of participants with ASCD rather than yet another series of recommendations for the high schools.

Related Document: Following list of panel members are recommended (all were active members of most recent network) Dan Howe, Principal, North Side High School, Ft. Wayne, IN

Peter Abruzzo, Principal, Glenbard South HS, Glen Ellyn, IL

Bob Valliant, Asst. Supt. Kennewick HS, Kennewick, WA

Gary Walker, Curriculum Director, Cartersville HS, Cartersville, GA

Eugene Mulcahy, Supt., Evanston School District, Evanston, IL

Action taken:
Item: #9  DISPOSING OF ASCD LEADERSHIP FOUNDATION FUNDS

From:  Marcia Knoll and committee

Action Requested:  Approval to transmit to Board of Directors for action during the conference

Supplementary Information:  B of D rejected proposal to use fund to acquire art for headquarters and requested some options from which to choose that were more "people oriented."

Relationship to ASCD Goals/ Five-Year Plan:  Not closely tied to long range plan elements, but consistent with general association values.

Related Documents:  See attached memo from Marcia

Action Taken:
MEMO

To: Executive Council
From: Marcia Knoll
Re: Leadership Foundation Funds

A sub committee composed of Denise Clyne, Corrine Hill and Marcia Knoll worked to prepare a concept proposal for the use of the funds. The committee is in agreement that the funds be awarded on an individual bases for an educational purpose. In response to the direction of the Board of Directors, (March 1986) an outline of alternatives is presented below for Executive Council approval to forward to the Board of Directors in March 1987 for selection.

USE OF THE LEADERSHIP FOUNDATION FUNDS

FUND PURPOSE
To assist an educator in the implementation of a dream related to quality in education.

PROCEDURE
Proposals are submitted to affiliate units using a specific application form.

IMPLEMENTATION OPTIONS
1. Proposal areas:  ____citizens of the 21st century
                      ____topic related to the 5 year plan

2. Proposals made by:  ____national members only
                        ____state members only
                        ____members of both national & state
                        ____non members

3. Number of proposals each affiliate may submit:
   ____one per unit
   ____based on proportional representation

4. Amount of the award:
   ____$500 - $1000
   ____$1000 - $2000
   ____open ended amount (by request)

5. Winners selected by:  ____ad hoc committee
                         ____committee with specific representation

6. Should the fund?
   ____be expended and end
   ____be maintained by interest yield
   ____seek new sources of revenue
PROPOSAL TO EXECUTIVE COUNCIL
FROM: Sub committee Clyne, Hill, Knoll
Re: Redirection of the ASCD Leadership Foundation Funds
Total Assets: $13,500

Proposed Name: ASCD LEADERSHIP AWARD
FOR EDUCATION IN THE TWENTY FIRST CENTURY

Objective: To provide seed money to foster the local development of creative efforts relevant to education in the 21st century: proposed objectives, process, activities to be conducted, anticipated results, form of documentation, budget

Amount: Awards of $500 to $1000 may be requested. A specified budget must be included.

Number of awards per year: Three to five awards

Intent: The available funds should be meaningfully used. When the available funds are gone, the council may determine if the effort should be continued as a budget item.

Target population: teachers, administrators, supervisors, consortia

Process: Applications are submitted to state affiliates who then select (using a proposal representation figure) those to be forwarded to national.
Rational: To provide state unit visibility.
To provide grass root involvement.
Applications may be sponsored by any member for applicants who are not members. (i.e. teachers)

Selection: Ad hoc committee formed as dissertation awards.

TIME FRAME: March - Board of Directors Approval
April - Announcement of Award offered
July 1 - Proposals due from affiliate to national
September - Decision and notification to winners
Announcement in UPDATE
September to June - Funding cycle
June (following year) Exit criteria due. The exit report should include accomplishment of objectives, use of the award, documentation of results.