ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES
MARCH 1987
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THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
EXECUTIVE COUNCIL MINUTES

March 19, 1987

Marriott Hotel, St. Charles Room
New Orleans, Louisiana

President Gerald Firth called the meeting to order in Executive Session at 9:00 a.m. on Thursday, March 19, 1987 with the following present:

Executive Council: Gerald R. Firth, President (GA); Marcia Knoll, President-Elect (NY); Carolyn Hughes, Immediate Past President (OK); Roger Bennett (OH); 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). Art Costa, President-Elect Elect joined the Council meeting in the afternoon.

ASCD STAFF: Gordon Cawelti, Executive Director

I. MINUTES APPROVED.

It was moved by Ms. Conran, and seconded by Ms. Carter to "approve the minutes of the October 1986 meeting as previously distributed." MOTION CARRIED.

II. EXECUTIVE SESSION.

It was moved by Ms. Conran, and seconded by Mr. Sanchez to approve ASCD's recommended salary structure for FY88. MOTION CARRIED.

Mr. Cawelti also reviewed the status of the reorganization plan for ASCD.

The Executive Council reconvened in open session at 10:30 a.m., and was joined by Ms. Berreth, Mr. Bralove, Mr. Brandt, Ms. Hodges, Mr. Rhodes, Ms. Warger, Ms. Schroer, and Ms. Compton.

It was announced that there would be two additional items added to the agenda: a short report on the progress of the Joint Dues Solicitation Pilot Study Team and the Review Council report.

III. ACQUISITION OF CAMERON STREET PROPERTIES. Mr. Cawelti and Mr. Bralove discussed recent events involving the eventual purchase of the fithal townhouse in the Cameron Street property. ASCD has been unsuccessful thus far in reaching an agreement with the owner of the property, but a future settlement is probable. Until such time that a contract is negotiated, plans for razing the buildings to provide additional parking space have been put on hold.
IV. BUDGETARY MATTERS.

It was moved by Mr. Sanchez, and seconded by Ms. Marshall to approve the findings of the auditor's report of FY 86 and transmit them to the Board of Directors. MOTION CARRIED.

The Executive Council discussed the execution of the FY 87 budget. No action was taken.

Ms. Marani moved and the motion was seconded by Ms. Clyne to authorize transmittal of the FY 88 budget to the Board of Directors. MOTION CARRIED.

A motion was made by Ms. Marshall and seconded by Ms. Hill to transmit to the Board of Directors the recommendation to continue with Ribis and Associates as ASCD auditors for FY 87. MOTION CARRIED.

Mr. Hanes moved and Ms. Clyne seconded a motion to approve ASCD's anticipated budget overages ($100,000) for FY 87. MOTION CARRIED.

JOINT DUES SOLICITATION PILOT STUDY TEAM REPORT. Ms. Berreth and Mr. Bralove reported on the progress of the study team which also includes Donald Kachur, Executive Secretary, Illinois ASCD, and Dale Linebarger, Executive Secretary, Washington State ASCD. (A request for funding the study will be presented to the Council in June.) The tentative pilot study will be announced at the Presidents' Leadership Conference in Washington, D.C., April 29 - May 3. If funded, affiliates participating in the study will be selected from those qualified on a random basis in each of three regions. The pilot program is scheduled to begin in September of 1987 and progress reports will be presented to the Executive Council and the Board of Directors at upcoming Annual Conference meetings in 1988, 1989 with a final report in 1990. A progress report will also be presented to the Council in June.

V. REVIEW COUNCIL REPORT. Mr. Phillips gave a brief synopsis of the report. He asked that the council give careful and thoughtful attention to the resolutions process and he reported that the affiliate unit program and the networks are working well at this time.

It was moved by Ms. Hill and seconded by Mr. Bennett to receive and transmit the Review Council Report on the resolutions process, networks, and the affiliate unit program to the Board of Directors. MOTION CARRIED.

VI. PRELIMINARY REPORT ON 1987 RESOLUTIONS. No action was necessary at this time. Resolutions were reviewed, revised, and approved by the Board of Directors at the Monday, March 23 meeting.

VII. PROGRAM DEVELOPMENT MATTERS. Ms. Warger reviewed the proposed sites, topics, and dates for the 87-88 NCSI series. There was some discussion as to the proposed NCSI's to be held in foreign countries. No
action was taken.

Mr. Cawelti reviewed the ASCD Long-Range Plan which is to be considered by the Board of Directors. He also distributed two worksheets to be completed by the Board. One worksheet listed the focus areas recommended for the strategic plan and asked the Board to rate the extent to which the area should remain a major focus area and to make suggestions for activities. (Attachment 1) The other worksheet (Attachment 2) consisted of four questions to the Board regarding the Proficiency Recognition idea.

Mr. Firth and Mr. Cawelti next reported on the proposed plan for ASCD's role in international education (Attachment 3). They reviewed two meetings that have been held to discuss international education. The "heart" of the proposed plan calls for a statement of purpose and two provisions calling for the appointment of a panel of persons with expertise and interest in international education and the appointment of an on-going International Education Advisory Group for the purpose of "internationalizing" ASCD.

Mr. Sanchez moved and it was seconded by Ms. Clyne to endorse the plan for ASCD's role in international education. MOTION CARRIED.

VIII. ADOPT AND TRANSMIT TO BOARD OF DIRECTORS RECOMMENDED OPTIONS FOR DISPOSING OF ASCD LEADERSHIP FOUNDATION FUNDS.

Mr. Hanes moved and it was seconded by Mr. Sanchez to recommend to the Board of Directors as follows:

"The staff be authorized to implement on an annual basis the proposal to select an annual recipient recommended by an affiliate unit to receive training at the National Curriculum Study Institute or National Training Center activity for the purpose of providing such newly acquired skills in their own community and/or the affiliate unit itself and that the two funds be consolidated to provide the designated fund be called the ASCD Leadership Foundation Fund. Award guidelines and selection to be made by the Executive Council."

MOTION CARRIED.

IX. APPOINTMENTS.

Ms. Knoll requested that the appointment of the two Resolutions Committee members be rescheduled to a future Executive Council meeting until the future of the resolutions process is decided.

Mr. Sanchez moved to appoint Aubrey Moseley (TN) as chair of the Networks Advisory Committee, extend Luther Kiser's (IA) appointment to 1988, and appoint Gwyn Browlee (TX) and Arlene Soifer (NY) as new committee members. It was seconded by Ms. Marani. MOTION CARRIED.

The Executive Council appointed a subcommittee of three council members to select five (5) persons to the Nominating Committee. The subcommittee, Ms. Carter, Mr. Hanes, and Ms. Jolivet, subsequently appointed Alice Houston
(WA), Allen Nelson (UT), Paul Prichard (NC), Ellie Sbragia (AZ), and George Woons (MI) to the committee. Richard Brogdon (AL) was selected as an alternate. MOTION CARRIED.

Ms. Marani moved to appoint Art Costa as Executive Council liaison to the Affiliate Advisory Committee. It was seconded by Mr. Hanes. MOTION CARRIED.

It was moved by Ms. Carter and seconded by Ms. Clyne to appoint Fred Young (NJ) to the 1987 Affiliate Advisory Committee. MOTION CARRIED.

X. FIELD SERVICES AND GOVERNANCE MATTERS

Ms. Berreth waived her report until the Board of Directors meeting on Friday, March 20, 1987. She briefly discussed current and planned ASCD policy analyses including Bilingual Education, Religion in the Curriculum, and Early Childhood Education.

XI. PUBLICATION MATTERS

Ms. Carter moved and Ms. Knoll seconded the motion to approve production of the videodisc "Examples of Effective Teaching Skills." MOTION CARRIED.

It was moved by Mr. Bennett and seconded by Ms. Jolivet to approve the nominees, William Schubert (IL); (reappointed members) Gordon Floyd (AR); Meredith Gall (OR); Susan Loucks-Horsley (MA); Lois Harrison-Jones (VA); Mel Preusser (CO); and Georgea Mohiman (MI) for the 1987-88 ASCD Publications Committee. MOTION CARRIED.

XII. PROPOSED ASCD CURRICULUM/TECHNOLOGY REVIEW CENTER (CTRC)

The Council turned to a discussion of the CTRC (Attachment 4). Ms. Knoll enthusiastically supported this proposal and asked the council to offer its support as well.

Ms. Marshall moved and Ms. Jolivet seconded a motion to proceed with the development of plans for the ASCD Curriculum/Technology Review Center. MOTION CARRIED.

The meeting was adjourned until Tuesday, March 24 at 1:00 p.m.
EXECUTIVE COUNCIL MEETING
Tuesday, March 24

Ms. Knoll called the meeting to order with the following present:

Executive Council: Marcia Knoll, President (NY); Art Costa, President-Elect (CA); Gerald Firth, Immediate Past President (CA); Donna Jean Carter (MN); Cile Chavez (CO); Denise Clyne (AK); Corrine Hill (UT); Jean Marani (FL); Stephanie Marshall (IL); Ann Shelly (OH); and Bob Valiant (WA).

Loren Sanchez (CA) and Roger Bennett (OH) were not in attendance.

ASCD STAFF: Gordon Cawelti, Executive Director; Diane Berreth; Ron Brandt, Lew Rhodes, Kathy Compton

Ms. Knoll called the meeting to order at 1:00 p.m. She welcomed the new members of the Executive Council, Ms. Chavez, Ms. Shelly, and Mr. Valiant.

Arthur Roberts, 1988 conference chair, delivered a preliminary report on the 1988 Annual Conference in Boston. The theme of the conference is: Shaping the Revolution: Challenge and Opportunity. Mr. Roberts also discussed strands that have been planned for the conference including, among others, redefining and refining teaching, implications for staff development, religion in schools, the client spectrum and corporate training and technology as a process of teaching and learning. Ms. Knoll discussed the theme of the conference and some of the major speakers proposed for 1988.

A motion was made by Ms. Carter and it was seconded by Ms. Shelly to endorse the theme for the 1988 conference. MOTION CARRIED.

The Council briefly discussed the 1987 New Orleans Annual Conference. Approximately 6,300 persons participated in the conference and the Council expressed overall satisfaction with the outcome of the conference. The Executive Council thanked the staff for their hard work.

Ms. Knoll presented a plaque to Mr. Firth for his work as 1986 President of ASCD and conveyed the council's thanks and affection.

Mr. Costa reviewed plans for the 1989 Annual Conference in Orlando. He announced that Donna Jean Carter has been nominated to serve as 1989 Program Chair.

Mr. Firth moved to approve Ms. Carter for the position. Ms. Clyne seconded the motion. MOTION CARRIED.

Mr. Cawelti reviewed future Executive Council meeting dates. Listed below is a list of future meetings:
June 18,  
- Officers meet, 2:00 p.m. (Evaluation Subcommittee)  
  Orientation for new members, 2:00 p.m.  
  Dinner, 7:00 p.m.
June 19-20  
- Executive Council, 9:00 - 5:00 p.m.
June 21  
- Executive Council, 9:00 - 12:00 p.m. (if necessary)
October 8  
- Dinner, 7:00 p.m.
October 9-10  
- Executive Council, 9:00 - 5:00 p.m.

The Executive Council meeting was adjourned at 2:30 p.m.
WORKSHEET FOR BOARD OF DIRECTORS DISCUSSION
ON ASCD STRATEGIC PLAN FOR 1987-1992

The following are the focus areas recommended for including in the strategic plan for the association. An annual assessment is to be made of the extent of commitment for each of the areas of focus as part of board deliberations on the plan each year. You are asked to rate the extent to which you believe each area should continue to be a major focus area for ASCD and to make suggestions for appropriate activities within each area.

Rating Scale:

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<td>Priority</td>
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Rating: Focus Area

I. THINKING SKILLS Additional areas of activity to consider:

II. EARLY CHILDHOOD EDUCATION Additional areas of activity to consider:

III. RESTRUCTURING TEACHING PROFESSION Additional areas of activity to consider:

IV. EFFECTIVE LEADERSHIP/SUPERVISION Additional areas of activity to consider:

V. EDUCATIONAL TECHNOLOGY Suggestions to be considered during planning year:

(Over)
WHAT SHOULD BE THE SIXTH AREA TO BE PLANNED DURING THE COMING YEAR FOR BOARD CONSIDERATION IN 1988?

Rating:  Focus Area

_____  Attention to basic skills area; synthesis of research, piloting effective approaches, network or consortium of schools

_____  At-risk youth—attention to larger issue of disproportionate numbers of poor and minority youth dropping out; with low achievement and attendance; demonstrating what ASCD believes should be done.

_____  Other possibilities (please describe)

PLEASE TURN YOUR SHEET IN TO TABLE MODERATOR AT CONCLUSION OF DISCUSSION SESSION. RESULTS TO BE REPORTED AT MONDAY MEETING.
Attachment 2

WORKSHEET FOR DISCUSSING PROFICIENCY RECOGNITION IDEA

1. SHOULD ASCD MOVE AHEAD IN DEVELOPING FORMAL PLANS FOR SPECIALTY RECOGNITION WITHIN THE AREAS OF SUPERVISION, CURRICULUM, AND INSTRUCTION?

2. WHAT SHOULD BE THE SUBSTANTIVE ELEMENTS (REQUIREMENTS) OR TRAINING MODULES PROVIDED TO RECOGNIZE ATTAINMENT OF A PROFICIENCY RECOGNITION PROGRAM?

3. WHAT PROCESSES SHOULD BE USED TO DETERMINE THAT PEOPLE ACTUALLY POSSESS SUCH COMPETENCIES?

4. IF SUCH A PROJECT IS UNDERTAKEN, WOULD YOU PERSONALLY PARTICIPATE IN IT? WHAT WOULD DETERMINE IF YOU WOULD?
To: Executive Council

From: Gerald Firth and Gordon Cawelti

Date: March 1987

Subject: ASCD's Role in International Education

In June, 1986, the Executive Council authorized funds for the purpose of developing recommendations relative to defining the role ASCD should be taking in the area of international education, and to make recommendations for future activity.

President Gerald Firth and Executive Director Gordon Cawelti held two meetings for this purpose. One was held in Los Angeles in conjunction with another meeting being held and the other took place in the Alexandria office in February. Persons with expertise and appropriate experience and contacts were invited to each meeting to assist in the deliberations. (see attached list)

These discussions were an outgrowth of several years of ASCD work in the field which began with the significant role the association played in the early 70's in forming the World Council on Curriculum and Instruction, an organization continuing to this day with a meeting at the annual conference and a fuller conference every third year at various sites around the world. In addition, ASCD now has affiliates in Germany, England, Canada and considerable interest in forming such an organization in other countries. The association also has an on-going liaison relationship with curriculum organizations in England, Australia, and Canada. Study tours have been sponsored annually to China and Russia, and other regular tours are available through membership in ASCD. In 1985, the first major international conference was undertaken in Enschede, The Netherlands, when ASCD co-sponsored a meeting of 17 Western European countries and Japan on the core curriculum, and the proceedings have now been made available to the membership.

Purpose of International Activity

As such activity continues to expand, it is appropriate to inquire as to what ends these opportunities and events serve. On the whole, they do afford as basis for expanding the association program to others around the world. Perhaps just as importantly, they can and do tend to enable our members to learn from other countries much about how they handle curricular
or instructional issues, and one would hope would, very simply, improve international understanding.

With this as a backdrop, Messrs. Firth and Cawelti asked their invited participants to help develop the ideas which follow.

I. WHAT SHOULD BE THE PURPOSE UNDERLYING ASCD ACTIVITY IN INTERNATIONAL EDUCATION

These discussions made it apparent that differences of opinion exist on just what "global" or "international" education is or should be. On the whole, however, it was felt that the substantive role of ASCD should be to help "internationalize" the curriculum in U.S. schools and abroad by assuring that all students are exposed to accurate information about the social, governmental, economic, cultural and political systems in countries around the world, to recognize the differences and similarities that exist, and to understand the inter-connectedness that does exist between the nations of the world.

The association should play a leadership role in delineating the elements of a global education program and the common learnings appropriate to the required program (general education) in the schools by helping emphasize the contribution to be made by teachers in the various subject areas.

We concur that efforts should be made in all ASCD international education efforts to use this purpose statement as fundamental in allocating time and resources.

II. WHAT MECHANISMS OR STRATEGIES SHOULD BE EMPLOYED IN ORDER FOR THE ASSOCIATION TO PLAY AN INFLUENTIAL ROLE IN GLOBAL EDUCATION?

A. Appoint a panel of persons with expertise and interest in both the major subject areas and global education to undertake the delineation of program elements and common learnings, and to develop political strategies and guidelines (including case studies) for assuring a strong advocacy role.

B. Appoint an on-going International Education Advisory Group for the purpose of "internationalizing" ASCD...its affiliate program, publications, conferences, governance, and policy work. This should consist of carefully chosen persons from abroad who are in key leadership roles other than the ministry of education who can help ASCD be in contact with key people, research, programs, and policies affecting education in their country.

These three elements constitute the heart of these recommendations...one is the purpose statement and the other two provisions for institutionalizing concern for global education.

C. OTHER IDEAS OR PROGRAMS RECOMMENDED FOR CONSIDERATION

- Establish a larger commission of members to meet during the annual
conference to create awareness of the issue, review recommendations from the advisory groups, and stimulate awareness among the states.

- Stimulate the production and dissemination of instructional materials for teacher use...clear need exists

- Set annual conference strand on topic of international education and use foreign speakers

- Assure that consideration is given to global education aspects of the major areas of focus in the long range plan.

- Establish a center to monitor the curriculum program changes that are continually underway around the world, as a followup to the Enschede conference...in collaboration with an agency such as the SLO.

- Continue to encourage developments of affiliates around the world consisting of educators from the host nations, international schools and Dept. of Defense schools.

- Establish branch office in foreign countries to help disseminate the ASCD program including translation of publications.

D. IF ASCD IS TO EXPAND ITS EFFORT IN INTERNATIONAL EDUCATION, ADDITIONAL STAFFING MUST BE PROVIDED.

Invited Participants:

- Teresa Hadock, Center for Public Education in Intl. Affairs
- Ed Killin, former director of DoDDS-Pacific
- Sieg Ramler, Director of Instruction, Punahou School (Hawaii)
- George Churukian, Illinois Wesleyan University
- Ivor Goodson, University of Western Ontario
- Norm Overly, Indiana University (WCCI president)
- Andrew Smith, Global Perspectives in Education (NYC)
- Don Vinge, Edmonton Schools (former AFSCENT school director)
- Ed Kane, Univ of Nevada) ICET trustee
PROPOSED ASCD CURRICULUM/TECHNOLOGY REVIEW CENTER (CTRC)

Rationale

As the leading curriculum organization in the world, ASCD has a major responsibility for providing leadership in helping instructional leaders and many agencies in selecting the best materials available for classroom use. Despite the critical importance of textbooks and other instructional materials, current services available are scattered, limited in scope, and tend not to reach educators in the field in any systematic way. The need is even more compelling as educational technology expands rapidly in both quality and quantity with only very spotty evaluative information available to consumers.

Among the agencies currently involved in evaluation activities are:

Curriculum Review  Chicago-based magazine with some 5000 subscribers that periodically reports field-based reviewers' evaluations of textbooks and other materials.

Educational Products Information Exchange  New York based organization that evaluates a wide range of products and materials.

Electronic Learning  Magazine that reports evaluations of computer software; some similar work by other magazines and agencies such as MECC in Minnesota.

There doubtless are several other agencies that perform various evaluative work. In addition, several State Departments of Education review textbooks and place selected ones on their "approved" lists. The substantive evaluations are, to my knowledge, not made available to schools.

Recent months have seen substantial intervention into the textbook arena by the courts as in Tennessee and Alabama where lower courts have ruled that religious history is virtually absent from textbooks. In the past textbooks have been faulted for their failure to depict plurality in our society (or have simply perpetuated stereotypes of minority groups), or for being sexist in nature, and for carefully avoiding controversial issues such as the Vietnam war, birth control, etc. The net result is that textbooks are often seen as having been "neutered" or "dumbed down."

ASCD must face the question as to its leadership role in helping members select textbooks and other materials, and in providing direction to publishers of materials based on reasonable criteria and sound scholarship.
Recommendation

The Executive Council should determine now to move ahead immediately to establish the Curriculum/Technology Review Center for the purpose of providing international leadership in improving the quality of textbooks and instructional materials including computer software, videotape and videodisc materials, and other emerging kinds of technology by developing a scholarly and systematic system of: (1) describing such materials, (2) developing a process of evaluating such materials, and (3) providing widespread dissemination of such resulting information to members, educators throughout the country and world, and to publishers.

Such a center clearly would not undertake the development of curriculum programs or materials but would seek to constructively influence those who do by establishing standards and criteria through an extensive process of scholarly panels and consumer reviewers. This could help establish "learner verification" of instructional materials which is greatly needed.

This is a highly significant undertaking for the Association—it is feasible, and will be aggressively pursued if the go ahead is given.

Requirements

1. We must move ahead quickly in designing and constructing expansion of the current headquarters building.

2. It will require something on the order of $200,000 for additional staffing—a director at grade 11, an editor at grade 10, an assistant at grade 9, and secretarial help.

3. Extensive planning time will be necessary once a director is employed to establish review cycles, field review processes, products and activities to be the result of the effort. The first visible activities and products would probably not appear until early 1990.

A final negotiation with the owners of Curriculum Review should be undertaken to determine if acquisition is feasible or if ASCD should strike out on its own.
Anticipated Sources of Revenue

1. Publication of a journal featuring cyclical and substantive reviews of major textbooks, instructional materials, computer and video software plus relevant articles on curriculum and technology topics. For example, one journal would feature reviews of all major social studies materials and software...in one source. This comprehensive service would be the major product available to subscribers.

\[
\begin{array}{lcr}
\text{Revenue: } & \text{Year 1} & 5000 \text{ subscribers} = \\
& $175,000 & $200,000 \\
& \text{Year 2} & 8000 \text{ subscribers} = \\
& 280,000 & 320,000 \\
& \text{Year 3} & 10000 \text{ subscribers} = \\
& 350,000 & 400,000
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2. Advertising revenues of $100,000 per year from the journal.

These are modest projections which we would hope to exceed each year as recognition of the service becomes better known. Other potential sources of revenue include early development of products such as videodisc and computer software to convey information. In addition, aggressive leadership from the CTRC would provide valuable information for other ASCD departments such as publications, videotape production, annual conference, National Curriculum Study Institutes, and affiliate units.

3. A series of at least four regional CURRICULUM SHOWCASES held at selected cities in which registrants over a two- to three-day period could examine new curriculum programs, attend workshops, and discuss issues.

Revenue: Seek to have revenues exceed expenses at each site by at least $20,000 = $80,000.

The issue: Leadership in the fundamental area of curriculum development and the emerging related area of educational technology is badly needed. Although there are obvious risks involved in such an undertaking, we should move now.
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<td>Dr. Marcia Knoll, President</td>
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<td>Dr. Arthur Costa, President-Elect</td>
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<td>Dr. Gerald Firth, Immediate Past</td>
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<td>Dr. Donna Jean Carter</td>
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