ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT
Executive Council Minutes

October 1987
THE ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MEETING
October 9-11, 1987
Washington Room, ASCD Headquarters
Alexandria, Virginia

MINUTES

1. PRESIDENT'S REMARKS. President Marcia Knoll called the meeting to order in Executive Session at 9:00 a.m. on Friday, October 9, with the following present:

Executive Council: Roger Bennett, OH; Donna Jean Carter, MN, Cile Chavez, CO; Denice Clyne, AK; Art Costa, President-Elect, CA; Gerald Firth, Immediate Past President, GA; Corrine Hill, UT; Marcia Knoll, President, NY; Jean Marani, FL; Stephanie Marshall, IL; Loren Sanchez, CA; Ann Shelly, WV; and Bob Valiant, WA

ASCD Staff: Gordon Cawelti, Executive Director
Recorder: Kathron Compton

It was moved by Mr. Sanchez and seconded by Ms. Shelly to approve the minutes of the June meeting as previously distributed. MOTION CARRIED.

2. EXECUTIVE SESSION

Mr. Cawelti reviewed recent personnel changes and additions particularly Michelle Terry as Annual Conference Manager. She will be in training until Sarah Arlington's retirement in 1988. He also noted the additions of Jeff Bryant, Marketing Specialist, and Aurora Chase as Manager of Media and Technology.

The Executive Council reconvened in open session and was joined by Ms. Arlington, Ms. Berreth, Mr. Bralove, Mr. Brandt, Ms. Warger, and Ms. Compton.

3. REVIEW STATUS OF BUILDING AND PARKING LOT ADDITION

Mr. Cawelti presented an overview of the estimated current timeline for the acceptance of bids, construction, and occupancy of the building addition and the parking lot. Current estimates suggest that an addition of more than 6,000 feet is possible and the architects are developing a site plan and preliminary specifications.
Financing for the addition and the parking lot was also discussed. The cost of the building is expected to be paid from ASCD's cash reserve.

Construction was originally scheduled to begin February 1988 and completed by October 1988. Due to recent developments, that timeline is now outdated. The Executive Council will be apprised of further developments.

4. BUDGETARY REPORTS

Mr. Bralive announced that ASCD membership is now over 84,000 members which is about a 20% increase from the same time last year. Membership is expected to increase substantially. (As of November 17, membership total was 88,888)

Mr. Bralive then reviewed the preliminary report of FY87 budget results. There was an overage in revenues as ASCD had a very productive year. The National Curriculum Study Institutes were especially profitable as well as membership and publications.

The budget for FY 88 is projected at $9,000,000. The Council asked Mr. Bralive to include information on budget reserves in all future agenda materials. There were no significant differences in the budget for FY 88 and the current budget.

A preliminary 5 year budget forecast was presented to the Council. Mr. Bralive stated the the forecast is a trend nothing more and therefore is not truely accurate. The forecast does not take the volatile economy into consideration nor does it consider cutbacks in ASCD expenditures, membership turnover rates, the new Curriculum Technology Review Center, nor the Strategic Plan.

The Council accepted two motions regarding the FY88 budget. Mr. Bennett moved and Ms. Marani seconded motions to:

- Raise the current budget of $9,000 for Affiliate Regional Training to $12,000 in order to offer the affiliate regional meetings the same amount of funds in 1988 as in 1987.

- Authorize an additional $181,000 over what was budgeted for marketing in order to attract some 200,00 potential members (teachers) who are new to education. This would increase membership projections to 100,000 by 1990.

SO MOVED.

5. ANNUAL CONFERENCE REPORT AND ACTIONS

Ms. Arlington introduced Mikki Terry as the new Annual Conference Manager who will replace Ms. Arlington upon her retirement. Ms. Arlington discussed the upcoming Boston conference and distributed a Preview of the annual conference to the Council.
Ms. Rockwell presented three East Coast cities to the Council as possible sites for the 1997 conference. Of the three cities (Orlando, New York, and Baltimore), Ms. Rockwell recommended Baltimore.

Mr. Sanchez moved and Mr. Bennett seconded Ms. Rockwell's recommendation to designate Baltimore as the 1997 ASCD Annual Conference site. MOTION CARRIED.

In October 1986 the Council approved a recommendation to expand the Conference Planning Committee to include a consortium of field representatives that would provide advice, suggestions and recommendations to the permanent committee.

Because of that action taken, Ms. Arlington asked the Council to appoint five new members to the Conference Planning Committee. A subcommittee was appointed to recommend new members with a variety of areas of expertise. The members of the subcommittee were Art Costa, Donna Jean Carter, Cile Chavez and Sarah Arlington.

Ann Shelly moved and Jean Marani seconded the motion to approve the subcommittee's recommendations to appoint the following members to the Conference Planning Committee:

- Diane Lewis, CO, Elementary Principal
- Rebecca Rankin, MI, Staff Development
- Alex Molnar, WI, University - Social Issues
- Anna Jolivet, AZ, Planning
- Helen Wallace, CA, Curriculum

MOTION CARRIED.

The Executive Council added an agenda item for discussion to the Annual Conference section regarding the strategy to replace or modify the procedures by which the Council forms, selects, and charges committees and to look at the functions of the committees since certain committees may warrant particular procedures.

A subcommittee was formed and it was decided that the Ms. Knoll, Mr. Costa, Mr. Firth, and the Executive Staff would report to the Council in June with recommendations. The subcommittee would also provide an interim report to the Council in March.
6. PUBLICATIONS REPORT

Mr. Brandt discussed the publications report and the current status of books, training programs, videotapes and audio productions. He introduced Jeff Bryant, ASCD's marketing specialist. Mr. Bryant discussed current and new marketing strategies and noted that the general thrust of the marketing approach will be based on ASCD and "what's in it for YOU?" The Council encouraged Mr. Bryant to market ASCD proactively and to market educational ideas.

Mr. Brandt discussed the Publication Committee's recommendations for new books and asked the Council to approve the commission of "International Comparisons and Educational Reform" and he also asked for preliminary approval of a Tim Grady book, "Applications of Technology in the School Curriculum."

Mr. Valiant moved to accept Mr. Brandt's proposals. Ms. Marshall seconded the motion. MOTION CARRIED.

Mr. Brandt also asked the Council to approve the 1988-89 potential themes for Educational Leadership as proposed by the Publications Committee. Mr. Brandt will then assemble a list of five or six themes to be announced in the March, April, and May issues of Educational Leadership.

Mr. Bennett moved to accept Mr. Brandt's request. Ms. Marshall seconded the motion. MOTION CARRIED.

The Council discussed the statement regarding the Governance and Operation of ASCD's Journal of Curriculum and Supervision.

Mr. Bennett moved and Mr. Sanchez seconded the motion to delete Section VIII - Scholarly Journal Advisory Committee from the statement and approve Sections 1-7. MOTION CARRIED.

Mr. Costa moved to appoint Nathalie J. Gehrke (WA) and M. Frances Klein (CA) to the Editorial Board of the Journal of Curriculum and Supervision each for three year terms. MOTION CARRIED.

7. DISCUSS FUTURE PLANS FOR CURRICULUM/TECHNOLOGY REVIEW CENTER

Future Role of Proposed Curriculum/Technology Review Center

President Knoll requested that Council members engage themselves in helping plan the mission and activities of the center. Mr. Cawelti said that the staffing requirements would appear in the preliminary budget to the Council
in March, and that the addition to the headquarters building is expected to be ready in the fall of 1988.

All Council members were requested to record individually what they saw as the principal weaknesses/issues they were experiencing in the schools they know best. In addition, as a group, a number of national issues were agreed upon as being of utmost importance. (See Appendix A) Finally, Council and staff members formed three groups and began to probe (1) what the C/TRC mission should be and (2) what specific activities should be planned for the center.

**Mission**

The three groups individually produced the following kinds of possible missions for the center:

- To develop local leadership in curriculum decision-making
- To shape the national and/or state policy agenda
- To influence major efforts to redefine curriculum in the content areas and promote such issues as interdisciplinary teaching or thinking skills
- To identify issues, trends, and needs and act as a catalyst to facilitate solutions.
- To analyze, create, and envision programs and processes for quality decision-making (in curriculum matters).

**Activities**

Among the suggestions made were: training in "doing curriculum"; responding to local curriculum crises; assembling task forces on critical curriculum issues; taking leadership in forecasting future trends; disseminating promising programs, research, practice; assisting districts in planning curriculum design; "consumer reports" model; data banks-searches-networks.

Concluding discussion centered around the major or generic roles which should characterize activities of the center. Among these are:

1. Attempting to positively influence curriculum policy
2. Evaluating programs, instructional materials, or curriculum processes (e.g., audits, outcome-based programs)
3. Identifying trends, issues, and setting the curriculum agenda
4. Assembling scholars and teachers to provide leadership on content issues
5. Providing training to increase leadership skills in curriculum development
6. Establishing a clearinghouse for curriculum documents of use to members
7. Stimulating and or reporting research in curriculum field
8. Integrating use of technology into all phases of the center's work in curriculum.

It was agreed that much of the center's work would need to be done in collaboration with other organizations or agencies, and that outside funding would be needed for many of the activities the center would sponsor.

The staff will develop a process for expanding on the Council's efforts engaging the Board of Directors in an attempt to reach agreement on both mission and activities.

8. PROGRAM DEVELOPMENT/NCSI REPORT

Ms. Warger discussed the overall evaluation scores of the FY 87 NCSI series and the great success of the NCSI program in FY 87. The series received a 4.4 score on a 5 point scale. She also discussed the success of the National Training Center and the nine future meetings planned for the NTC in 1988 in Alexandria (one will be held in Virginia Beach, VA). Ms. Warger also discussed the schedule of 75 NCSIs planned from October 1987 - August 1988.

The Council reviewed the progress of Program Development's projects including: the High School Futures Planning Consortium; the Middle School Futures Planning Consortium; Curriculum Trends Survey; Policy Analysis; Networks; Elementary Consortium on Teaching Thinking; and the Teaching Thinking Project.

It was announced and agreed to by the Council that from this time on the Program Development Department of ASCD will be known as the Professional Development Department.

9. REVIEW ENVIRONMENTAL SCANNING PROCESS UNDER DEVELOPMENT

Ms. Hodges briefed the Council on the progress of the scanning program. The scanning program is being designed for the staff as well as the members and it should be functional shortly.

10. FIELD SERVICES/POLICY ANALYSIS/NETWORKS/GOVERNANCE

Ms. Berreth reported to the Council on the projects currently being undertaken by the Field Services Department and progress reports regarding ASCD committees.

Mr. Costa moved to approve the recommendation of the Affiliate Advisory Committee to expand the committee from 5 to 6 members for 1988. Each member would serve a 3 year term and must have been either a successful affiliate president or executive secretary. The purpose of this expansion would be to provide better regional and minority representation to the Committee. Ms. Clyne seconded the motion. MOTION CARRIED.

Ms. Berreth discussed the new resolutions plan and timeline approved by the Council at the June meeting. A modified version is being implemented in
1987 due to time constraints. She also discussed the Resolutions Implementation Plan which describes how ASCD staff are implementing current resolutions into their department.

Current policy analysis projects were discussed. The most recently completed project was Religion in the Curriculum and a policy analysis is currently being developed on the subject of moral education.

The 1987 national and board elections and procedures were reviewed. The results of the elections are expected by no later than November 23, 1987. The Council requested that Ms. Berreth furnish the Council with the addresses of the elected members.

The process for updating NCATE guidelines was reviewed. As a part of NCATE's revision of their procedures they have asked professional associations to submit new specialty area standards. ASCD will have three committees to review standards in curriculum, instruction, and supervision.

Ms. Berreth ended her report by asking the Council to approve the 7 recommendations of the Networks Advisory Committee to enhance members' awareness of the networks.

The recommendations are listed below:

New ASCD consortia should receive training on networking early in their deliberations.

ASCD consortia should be offered an opportunity to apply for network status at the end of their consortia program. Applications should be made to the Networks Advisory Committee.

A fund separate from the networks funds should be established for consortia desiring network status. This would guarantee network funding for one year to those former consortia meeting network criteria.

Network and consortia activities should be highlighted in ASCD publications including annual coverage in Update and Affiliate Action.

Copies of acceptance letters to networks and consortia schools should be sent to affiliate presidents. This would promote sharing of resources between the schools/networks and the affiliate.

Network facilitators should be listed in the ASCD calendar.

Annual conference network meetings should be listed in the annual conference program on a single page, in the table of contents, and in the index.

Mr. Valiant moved to approve the recommendations and Ms. Marani seconded the motion. MOTION CARRIED.

11. DISCUSS ASCD’S LONG-RANGE PLAN
President Knoll reviewed the ASCD five-year plan and indicated attention needed to be given to the topic of the "at risk" student. She encouraged that alternative approaches be taken if necessary to get new areas of focus underway, and pointed out that the Executive Council had taken action to assure that incoming presidents give their support and attention to the plan. Mr. Cawelti said that the association is currently operating on a five-year plan (1987-1992) which is a program plan derived strategically as a means to determine what the focus areas should be. He said that changes can come after Council and Board of Directors deliberation with final action normally coming in June of each year when the plan is affirmed or changed.

In a brief review of other elements of the plan, Mr. Cawelti pointed out that efforts were underway with several other organizations (AASA, NASSP, NAESP, NSBA, UCEA, AACTE) to develop a National Policy Board of Educational Administration. A proposal is going forth to the Danforth Foundation to help establish such a board. Its purpose would be to advance the level of professional standards in educational administration through collective action in order to redefine leadership, improve preparation programs, and improve accreditation and certification programs. Mr. Cawelti recommended that ASCD contribute to this recent initiative.

It was moved by Mr. Sanchez and seconded by Ms. Marani "to authorize the contribution of $2500 to the proposed board." MOTION CARRIED.

Mr. Firth and Mr. Cawelti reported briefly on the November 13-14 meeting of the proficiency recognition Task Force which has the charge of developing a plan for recognition in the area of supervision.

President Knoll then called for discussion of the "at risk" student as a possible focus area for the association in the future. Considerable time was spent discussing definitions, possible efforts the association could make, and the importance of undertaking projects that could have an impact on the members. Mr. Cawelti recommended a three-phase approach to be developed for the Board of Directors review in March:

I. Establish the Knowledge Base. Much is known about who "at risk" students are, what the correlates and indicators of being at risk are, and what the research says about the efficacy of various interventions. This would involve bringing in a panel of those who have done such research, designating an author, and publishing a "classic," readable synthesis for all members sometime in FY 89.

II. Designate Model Elementary and Secondary Schools in selected rural and urban schools that would be interested in fully applying this knowledge base to their program over at least a five-year period. The Curriculum/Technology Review Center would develop proposals for funding the required staff development, released time, and materials needed for such an undertaking including the costs of a small research team to document the results in the pilot schools.

III. Use Results to Educator/Influence Federal-State-Local Policymakers.
As the research team begins to document the efficacy of these multiple interventions, deliberate strategies would be developed to inform key policymakers as to the implications for funding and programming school improvement efforts.

President Knoll supported the proposal's action orientation as did other Council members. It was moved by Mr. Valiant and seconded by Ms. Chavez "to encourage staff review and refinement of the proposal to designate the 'at risk youth' issue as an area of focus on the long-range plan beginning in FY 89 and to bring this as a recommendation to the Board of Directors in March." MOTION CARRIED.

President Knoll requested Council members to make a special effort to use CONFER as a means of communication between Council meetings. Suggestions included using it to develop agendas, respond to issues needing an ASCD statement where possible, or to otherwise provide information requested such as speakers or topics for the Orlando conference. Ms. Shelly and Ms. Marani requested assistance in getting the hardware needed.

12. LIAISON REPORTS

President Knoll discussed her recent trip to Australia to visit with the Australian Curriculum Studies Association and attend their Biennial Conference.

Mr. Firth reported on the progress of the establishment of the Alliance for Education on Global and International Studies (AEGIS). He urged the Executive Council to join the Alliance in order to strengthen ASCD's efforts to develop quality international programs.

Mr. Firth moved that ASCD accept membership in AEGIS. Ms. Marshall seconded the motion. MOTION CARRIED.

Mr. Cawelti briefly discussed the ASCD Global Education Task Force and its potential goal areas. He reported no news at this time. The next meeting is scheduled January 10-11, 1988 in Alexandria.

New Horizons for Learning is an international education network that focuses on gathering and communicating new research and processes to help people develop their capacities more fully. They will hold a Lifespan Learning Conference at George Mason University in Fairfax, Virginia, June 25-29, 1988. The conference will bring together the foremost thinkers on the subject of pre-birth to senior years learning. ASCD will be co-sponsoring the conference along with IBM, PBS, NSBA, and the Coalition of Adult Education Associations.

The meeting is adjourned on Sunday afternoon.