ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES

October 13 – 15, 1990
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgetary Matters</td>
<td>1</td>
</tr>
<tr>
<td>Curriculum/Technology Resource Center</td>
<td>2</td>
</tr>
<tr>
<td>Publications</td>
<td>2</td>
</tr>
<tr>
<td>Executive Sessions</td>
<td>3</td>
</tr>
<tr>
<td>Field Services</td>
<td>3</td>
</tr>
<tr>
<td>Professional Development</td>
<td>4</td>
</tr>
<tr>
<td>Update on Implementation of ASCD Strategic Plan</td>
<td>5</td>
</tr>
<tr>
<td>Research and Information</td>
<td>6</td>
</tr>
<tr>
<td>ASCD Issues and Influence Matters</td>
<td>6</td>
</tr>
<tr>
<td>Statement of Policy</td>
<td>7</td>
</tr>
<tr>
<td>NCATE Representative</td>
<td>7</td>
</tr>
<tr>
<td>Attachments</td>
<td>8-15</td>
</tr>
</tbody>
</table>
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES

October 13-15, 1990
Alexandria, VA

The meeting was called to order at 9:00 a.m. by President Donna Jean Carter with the following present:

Executive Council: Donna Jean Carter, President (CA); Pat Conran, Immediate Past President (CO); Corrine Hill, President-Elect (UT); Francine Delany (NC); Delores Greene (VA); Barbara Jackson (DC); Edith Jensen (SC); Lu Kiser (IA); Charles Patterson (TX); Art Roberts (CT); David Robinson (AR); Arthur Steller (OK).

ASCD Staff: Gordon Cawelti, Executive Director; Diane Berreh, Deputy Executive Director; Frank Betts, Director of Curriculum/Technology Resource Center; John Bralove, Director of Administrative Services; Ron Brandt, Executive Editor; Paula Delo, Manager of Public Information; Helené Hodges, Director of Research and Information; Mikki Terry, Director of Professional Development.

Recorder: Kathy Browne

MINUTES APPROVED

The June Executive Council minutes stand as is, no corrections or additions.

President Carter asked for volunteers from council members to serve on a sub-committee for dissertation awards selection and a sub-committee for the CTRC advisory committee selection. Barbara Jackson, Art Steller, and Art Roberts as chair, volunteered for dissertation awards and Charles Patterson, David Robinson, and Pat Conran as chair, volunteered for the CTRC.

1. BUDGETARY MATTERS

Gordon Cawelti reviewed the ASCD FY 90 unadjusted actual and FY 91 approved budget for the year ending August 31 with council members and explained some small overages. He requested an additional $30,000. It was moved by Pat Conran and seconded by Delores Greene for approval. MOTION CARRIED.

Action was requested to authorize the sale of the ASCD property located at 125 North West Street. Charles Patterson moved and Lu Kiser seconded the motion for approval. MOTION CARRIED.

John Bralove reported on the effects of the added cash to the ASCD budget due to the sale of the West Street property.
Edith Jensen brought up the issue of support from vendors during Annual Conference for sponsoring social activities and a discussion followed. Donna Jean asked if the Executive Council should modify or include guidelines in terms of support for the social activities. John Bralove will draft a statement regarding this matter.

2. CURRICULUM/TECHNOLOGY RESOURCE CENTER

President Carter extended a welcome to Frank Betts as the new director of the CTRC.

Frank presented the CTRC products development plan handout. (p.8)

Gordon Cawelti expanded the explanation of the CTRC's future plan. Council members provided input and suggestions for direction. The sub-committee met during lunch to make appointments of the CTRC Advisory Committee.

Pat Conran presented the recommendations for the CTRC Advisory Committee. Lu Kiser moved to accept the list of recommended committee members and Art Roberts seconded the motion. MOTION CARRIED. (p.9)

3. PUBLICATIONS

Ron Brandt reported on the status of ASCD publications. He distributed a list (p.10) of proposed themes for Educational Leadership and results of a survey on topics for future videos. Ron asked for suggestions about themes and Francine Delany requested a theme on the future.

A meeting of eight curriculum scholars will be held December 21-22, 1990 at ASCD to discuss ways to improve the quality of curriculum research. The discussion relates to continuum, questions about the type of material published on the Journal of Curriculum and Supervision.

Gordon Cawelti explained the reasons for delaying development of a videomagazine at the present time. They include high estimated costs to produce a videomagazine and forecasts that the product will not generate sufficient revenue to cover costs. Because of a national recession, school budgets are being cut and technological tools will probably be cut as well. Rather than going to the expense of producing a pilot program, ASCD may engage in extensive marketing to test demand for such a product. Council members voiced their support for a videomagazine in the future.
EXECUTIVE SESSION

Gordon Cawelti discussed the process of searching for a new Director of Field Services and said interview teams this week had included ASCD Field Services staff members, Executive Team members, and affiliate representatives. He then recommended Susan Nicklas for employment. Edith Jensen moved to appoint Susan Nicklas as the new Director of Field Services and Barbara Jackson seconded the motion. MOTION CARRIED. Employment will begin on November 13, 1990.

4. FIELD SERVICES

Chuck Schwann, Affiliate Advisory Committee Chair, presented recommendations from the Affiliate Advisory Committee regarding the role of the affiliates in the strategic plan. (p.12)

The recommendations included that the:

1. Executive Council direct the Executive Team to work with the Affiliate Advisory Committee to create a plan for enabling affiliates to become major players in implementation of strategic plan.

2. Recommendations be presented and discussed at the 1991 Annual Conference.

3. A written action plan be developed.

4. ASCD commit the necessary resources to carry out the plan.

The Affiliate Advisory Committee requested Council support to move in this direction.

Lu Kiser made a motion to receive the report and direct the staff to take the necessary action to proceed. Art Roberts seconded the motion. MOTION CARRIED.

Diane Berreth introduced the new Assistant Director of Field Services, Agnes Crawford. Agnes presented the recommendations for committee appointments as stated on page 42 of the October 1990 Executive Council agenda.

The Network Advisory Committee proposed adoption of the following policy: Assets on Liquidation - If a network ceases to function, is disbanded, or if ASCD sponsorship is withdrawn, all remaining funds granted by ASCD must be returned to ASCD. Art Roberts moved to adopt the policy and it was seconded by Lu Kiser. MOTION CARRIED.
5. PROFESSIONAL DEVELOPMENT

Mikki Terry reviewed the programs scheduled for the coming FY 90-91 and pointed out the newly adopted name of Professional Development Opportunities instead of National Curriculum Study Institutes. She invited the Executive Council to call her with any comments regarding the draft of the proposed professional development programs for 1991-92.

A preview of the San Francisco Annual Conference was shown. Corrine Hill announced some changes in the Conference Planning Committee. Bob Mayer (PA) resigned and Bob Rock (NM) will be his replacement. Jim Sears (SC) could not accept the invitation to serve on the committee so Belinda Williams (NJ) will replace him.

Gayle Rockwell explained the handout comparing the four site locations for the 1999 annual conference. Corrine Hill handed out a memo to the Council from the Conference Planning Committee regarding criterion for selecting or rejecting conference sites. Lu Kiser moved to approve San Francisco as the site for 1999. It was seconded by Art Roberts. MOTION CARRIED.

A theme was developed for the 1992 Annual Conference - Transforming Learning: Paradigms, Practices, Possibilities.

Jayne Osgood presented the list of speakers and explained costs, possible budget increase requests, and details of getting the general session speakers. President Carter asked for a motion to approve the theme for the 1992 conference and strands. Art Roberts moved to accept the 1992 theme and Edith Jensen seconded the motion. MOTION CARRIED.

Gordon Cawelti pointed out that a more systematic approach to the Annual Conference is needed and said the Executive Council should look to the future and structure the program accordingly.

EXECUTIVE SESSION

David Robinson moved to add $45,000 to the FY 91 budget to start the Executive Director search and Francine Delany seconded the motion. MOTION CARRIED.

Lu Kiser moved to empower the officers to engage a search firm to assist in the Executive Director position search and Charles Patterson seconded the motion. MOTION CARRIED.

Barbara Jackson moved to create a liaison committee for the Executive Director search to include the three ASCD officers, the future president-elect, and Art Costa, Past President, and if he is not available, empower the officers to select a past male president. Art Steller seconded the motion. MOTION CARRIED.
6. UPDATE ON IMPLEMENTATION OF ASCD STRATEGIC PLAN - 1990-95

Charles Patterson moved to accept the proposed charge to the "blue ribbon" group and Art Roberts seconded the motion. After some discussion Charles withdrew his motion and Art withdrew the second. Lu Kiser moved to re-write the charge and accept the amended charge. Art Roberts seconded the motion of the amended charge. MOTION CARRIED.

Charge to Panel Reviewing ASCD Governance and Participation

The panel is charged to study and recommend changes in the ASCD processes for member participation, Association response to current issues, and governance. The panel is specifically requested to use the mission, values, strategic plan, and Constitution as a base for recommendations on the following:

- Member Participation
  - how to increase member participation in Association activities.

- Current Issues
  - how the Association can best generate attention to critical issues.
  - how the Association can quickly and effectively respond to current issues.

- Governance
  - exemplary processes for democratic governance including review of the Executive Council, Board of Directors, and Review Council.
  - role and structure of Annual Business Meeting.
  - needed changes in constitutional provisions.
  - improvements in the election process.
  - absence of a quorum in governance groups.
  - broad and diverse participation, including ethnicity, geography, gender, and role.

Activities to secure information to include but not limited to the following:

- careful observation of the Annual Conference in its entirety.

- assessment of members, including levels of interest in specific Association activities.
o conferring with staff.

o engaging the Board of Directors, Executive Council, Review Council, and standing committees.

The panel's work is to be completed by October 1992.

* Record to show the ASCD Constitution is not to be used as a sacrosanct base.

Barbara Jackson moved to dissolve the Constitutional Review Committee and Charles Patterson seconded the motion. MOTION CARRIED.

It was moved by Francine Delany to approve the panel list for ASCD Governance and Participation as it stands (included on p.14) with the option for the officers to add a name in the list for the vacant space. David Robinson seconded the motion. MOTION CARRIED.

7. RESEARCH AND INFORMATION

Art Roberts presented the sub-committee appointments for the dissertation awards judges. Edith Jensen moved to accept the panel and David Robinson seconded the motion. MOTION CARRIED. After some discussion it was decided to have one alternate in each category. Charles Patterson moved to accept the adoption of alternates for each category and Lu Kiser seconded. MOTION CARRIED. (See p.15)

Helené Hodges summarized the duties of the Leadership Foundation Award sub-committee. Edith Jensen, Francine Delany and Art Steller volunteered to be on the sub-committee. President Carter asked for a motion to accept the members of the sub-committee. Lu Kiser moved for acceptance and Art Roberts seconded the motion. MOTION CARRIED.

Helené then explained the new proposals of the at risk urban middle grades consortium schools and ASCD's work with the schools who applied. Four draft proposals have been accepted and Helené, Mikki Terry and Gordon Cawelti will be working with those schools on refining their proposals.

8. ASCD ISSUES AND INFLUENCE MATTERS

Diane Berreth spoke about the Review Council Report which will be issued in March. Diane then gave an overview of upcoming issues to be studied.
9. STATEMENT OF POLICY

Dr. Cawelti acted on a suggestion from the Executive Council in June. Personnel Coordinator Carlita Nivens explained her proposed EEO policy on ASCD staff. She answered questions from the council. Barbara Jackson moved to accept the statement of policy and Art Roberts seconded the motion. MOTION CARRIED.

"It is a policy of the association that the Executive Council each year review a report on the status of all employees with respect to the distribution of ethnic minority persons and gender among departments and grades, and to act on recommendations, if needed, to maintain balance. Departments are expected to avoid being racially identifiable, and that ethnicity and gender balance be present in all departments and all grades. The association shall provide training to enhance the skills of all employees in order to qualify them for internal promotion."

10. NCATE REPRESENTATIVE

Corrine Hill moved to appoint Donna Delph as the ASCD representative to NCATE. David Robinson seconded the motion. MOTION CARRIED.

Discussion followed regarding the articles included at the back of the agenda.

The meeting was adjourned at 12:10 p.m.

Next Meeting Dates:  March 14 & 19, 1991 - San Francisco
                June 14-15, 1991 - Alexandria
                October 11-12, 1991 - Alexandria
MEMORANDUM

To: ASCD Executive Council Members
From: Frank Betts
Re: CTRC Products Development Plan
Date: October 12, 1990

The CTRC is currently working on development of three interrelated products:

1. **Handbook of Practice: Foundations for Curriculum Renewal** (working title)

   The handbook series will be published in loose-leaf format summarizing research and successful programs of effective practices in curriculum renewal and the integration of technology into instruction in each of the core areas of the curriculum. We will begin with an overview handbook and a mathematics handbook, to be followed by companion handbooks in science, social studies and language arts.

2. **Curriculum Technology Quarterly**

   This will be a sixteen to twenty page quarterly release to be sold separately or as a part of the handbook series. The quarterly will contain information on a topical issue in curriculum renewal (75%-80%), a technology update (20%-25%), and a brief "what's new" section.

3. **Software and a diskette-based library (untitled).**

   Designed as a supplement to the handbook series, the library will offer users access to full-text searching of approximately 10 megabytes of print materials on disk (equivalent to a year's worth of Educational Leadership). The release will also include telecommunications software to facilitate telecommunications access to ASCD resources. This product is being developed in association with the ASCD Networks, Affiliates, Global Education, and Professional Development.

Other activities of the CTRC will include Network and Affiliate support; development of a database of curriculum materials, consultants, and exemplary programs; and, participation in professional development activities.
Primary & Secondary Education

Glenn Kessler, Fairfax, VA
Ina Logue, Pittsburgh, PA
Adrienne Bailey, Chicago, IL
Juanita Suarez, Moor Park, CA

Alternates: Jack Kegan, Fulton County, GA
Gerald Dawkins, Grand Rapids, MI

Political/Government

Bill Lepley, State of Iowa, Commissioner of Education

Alternate: Bill Keene, State of Delaware, Commissioner of Education

Corporate Affiliates

Gary Rowe, Turner Broadcasting
Charles Gates, Gates Rubber & Gates Foundation

Alternates: David Kearns, Xerox CEO
Bob Hughes, Boeing Computer Services

University Affiliates

Henry Engle, Claremont, CA
Walter Parker, Seattle, WA

Alternates: Karen Scheingold, Columbia, NY
Gerald Ponder, North TX

Associations

Carol Wilson, (Goodlad) Denver, CO

Alternate: Sherry Schiller, Countdown 2000, Washington DC

International Affiliates

Canadian affiliate
PROPOSED THEMES OF EDUCATIONAL LEADERSHIP FOR 1991-92

1. New Roles and Relationships to Meet the Changing Needs of Youth
   Schools can no longer depend on the family support that enables
   students to learn successfully, so new arrangements are being made
   to provide youth services. This issue will include articles on:
   - competing purposes of schools
   - parent education
   - cooperation with community agencies
   - efforts to formulate comprehensive youth policies
   - redefinition of the role of "teacher"
   - school-business partnerships

2. Transforming Leadership
   This issue will examine the new forms of leadership needed in
   today's environment, including:
   - shared leadership
   - teacher leadership
   - difference between instructional leadership and educational leadership
   - role of school boards, etc.
   - governance issues

3. Job-embedded Professional Development
   Schools have been investing increasing amounts in staff
   development, but the need for retraining continues to grow. What
   is needed is an environment in which educators have many
   opportunities to learn collaboratively on the job. This includes:
   - structural changes in schools
   - improved working conditions for teachers
   - action research
   - relation to site-based decisionmaking
   - attention to evaluation based on outcomes

4. Closing the Gap between Education and Work
   Recent reports have pointed out that the U.S. does a poor job of
   preparing young people who do not go on to higher education for
   productive and satisfying employment. This issue includes:
   - Technological changes and work requirements
   - Rethinking vocational education
   - So-called 2+2 plans
   - Tracking
   - Vocational centers
   - Involvement of business and industry

5. Multiple Literacies, Cultural Diversity, Individual Difference
   This issue will examine the relationships among several provocative
   topics: the need to provide experiences for every child in the
   specialized ways of thinking appropriate to the sciences, the arts,
   mathematics, etc.; the tension between our desire to pass on the
   western liberal arts tradition and the need to recognize the
   diverse cultures that make up modern America; and the fact of
   individual talents and interests.
6. Research into Practice? or Beyond "Effective" Teaching
In recent decades schools have made intensive efforts to interpret
research findings in such a way as to guide practice. Much of the
current research on teaching, however, is not designed to yield
such practical results. What are researchers focusing on now, and
what is the purpose of their work? Is the very idea of "Research
into Practice" obsolete? Includes:
- Motivation
- Teacher participation in research

7. Integrated Curriculum or Interdisciplinary Learning
Educators are becoming convinced that many of today's most
appropriate topics of study do not fit neatly into a single
discipline. This issue will deal with:
- Integrating curriculum around thinking skills and processes
- Problem-solving
- Experiential education
- alternative assessment
- learning environments.
AFFILIATE ADVISORY COMMITTEE RECOMMENDATION

At its meeting on September 28, 1990 the Affiliate Advisory Committee (AAC) once again discussed the issue of the relationship between the affiliates and ASCD and proposes the following:

Current Situation

ASCD does not have a system to deliver services to support its mission and strategic plan which includes the use of the affiliates to their highest potential.

Many of the affiliates feel detached from the core enterprise of ASCD and proceed very much as entities on their own. Most affiliates, however, desire more involvement.

The present delivery systems have not been used to promote the ASCD mission systematically. They have been independent and excellent services but may or may not be supportive of the mission. Examples of current delivery systems are: Educational Leadership and other publications, Professional Development Institutes, the Annual Conference and the affiliate programs. Each of these delivery systems needs to have a healthy balance between promoting the mission and strategic plan of ASCD and maintaining its own identity. The current balance is skewed in favor of near total autonomy.

Effective organizations are structured to support their mission. We propose an alignment of the mission of ASCD with the activities which make up its delivery system. This requires that the internal structure of ASCD be organized so that each department can support all components of the strategic plan. For example, publications would reflect all the focus areas. Institute topics would be consistent with the topics identified in the strategic plan.

In addition, and central to the position espoused in this paper, a significant portion of affiliate activities would also be designed to support the ASCD strategic plan. ASCD in fact would actively promote and support the affiliates in making this "paradigm shift" regarding the relationship between ASCD and the affiliates. That is, ASCD would clearly spell out expectations for affiliate consideration.

Recommended Strategies

1. That the Executive Council and the Executive Team discuss the concept of enlarging the role of the affiliates in providing ASCD services according to the strategic plan. The AAC chair will meet with the two executive groups to present the proposal and participate in the discussion. A decision from these two boards
is necessary before the AAC can write an action plan for its accomplishment.

2. That ASCD's strategic plan include the affiliates explicitly and fundamentally in all the focus areas.

3. That the affiliates be asked to utilize the ASCD strategic plan as they devise their own plans.

Conclusion

A great strength of ASCD is its affiliates. A closer tie between them strengthens both ASCD and the affiliates. For ASCD there are many advantages to this shift. Almost all leadership positions in ASCD come from the ranks of affiliate leadership. Since education is a state function, if ASCD intends to effect change, it needs to use the affiliates to ensure change. The affiliates are a source of expertise and support which ASCD needs in order to accomplish its complex, multifaceted and challenging mission. This proposal ensures a closer, and from the point of view of the AAC, desirable tie.
Panel on ASCD Governance and Participation

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<th>Position</th>
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<tr>
<td>Delmo Dela Dora</td>
<td>(CA)</td>
<td>Professor</td>
<td>Caucasian</td>
<td>Male</td>
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<tr>
<td>Cile Chavez</td>
<td>(CO)</td>
<td>Superintendent</td>
<td>Caucasian</td>
<td>Female</td>
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<tr>
<td>Chuck Schwan</td>
<td>(SD)</td>
<td>Consultant</td>
<td>Caucasian</td>
<td>Male</td>
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<tr>
<td>Frank Duffy</td>
<td>(MD)</td>
<td>Professor</td>
<td>Caucasian</td>
<td>Male</td>
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<td>Chris Morton</td>
<td>(NY)</td>
<td>Technology Director</td>
<td>Caucasian</td>
<td>Male</td>
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<tr>
<td>La Babara Gragg</td>
<td>(MI)</td>
<td>Superintendent</td>
<td>African-American</td>
<td>Female</td>
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<td></td>
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<td>(Female, principal, New England)</td>
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<tr>
<td>Ex Officio:</td>
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<td>Corrine Hill (UT), President-Elect</td>
<td>Diane Berreth, Deputy Executive Director</td>
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Others given consideration:

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<tr>
<td>Ron Tesch</td>
<td>(MI)</td>
<td>Principal High School</td>
<td>Caucasian</td>
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<tr>
<td>Don Offerman</td>
<td>(IL)</td>
<td>Associate Principal High School</td>
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<tr>
<td>James Allen</td>
<td>(IL)</td>
<td>Teacher High School</td>
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<td>Marian Liebowitz</td>
<td>(NJ)</td>
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<tr>
<td>Bena Kallick</td>
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<td>John Gillespie</td>
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<tr>
<td>Chris Pipho</td>
<td>(CO)</td>
<td>ECS-Info Dir</td>
<td>Caucasian</td>
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<tr>
<td>Arch Phillips</td>
<td>(GA)</td>
<td>Professor</td>
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<td>Male</td>
</tr>
<tr>
<td>Ann Shelly</td>
<td>(WV)</td>
<td>Professor</td>
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ASCD'S OUTSTANDING DISSERTATION AWARDS PROGRAM

Appointment of Panel Judges

Directions:

Please appoint three (3) judges in each of the following categories of curriculum, instruction, and supervision (for a total of nine (9) judges, using the attached list of nominees.

Curriculum: 1. ___ Rodney Birstad, ILL

2. ___ Beatrice Clark-Jones, Richmond, VA

3. ___ Gerald Bailey, KS

Alternate: __ Janet Perrin, Amityville, NY

Instruction: 1. ___ Tim Melchiar, NY

2. ___ Jose Acosta, Puerto Rico

3. ___ Diane Schiller, Chicago, ILL

Alternate: __ M. Ellen Gasgrove, SC

Supervision: 1. ___ PC Wu, Florida

2. ___ William Brown, DC

3. ___ Beverly Reed, Arkansas

Alternate: __ Rachel Billmer, Nebraska