ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES

Friday, October 11, 1991
Saturday, October 12, 1991
Sunday, October 13, 1991
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Sessions</td>
<td>2</td>
</tr>
<tr>
<td>1. Budgetary Matters</td>
<td>5</td>
</tr>
<tr>
<td>2. Professional Development</td>
<td>6</td>
</tr>
<tr>
<td>3. Field Services</td>
<td>6</td>
</tr>
<tr>
<td>4. Open Discussion</td>
<td>7</td>
</tr>
<tr>
<td>5. Publications</td>
<td>8</td>
</tr>
<tr>
<td>6. Governance</td>
<td>9</td>
</tr>
<tr>
<td>7. Plan for Controversial Issues</td>
<td>10</td>
</tr>
<tr>
<td>8. Judges for Dissertation Awards</td>
<td>10</td>
</tr>
<tr>
<td>9. Curriculum/Technology Resource Center</td>
<td>11</td>
</tr>
</tbody>
</table>

Attachments
President Corrine Hill called the meeting to order at 9 a.m.

Executive Council: Corrine Hill, President (UT); Donna Jean Carter, Immediate Past President (CA); Stephanie Pace Marshall, President-Elect (IL); Francine Delany (NC); Robert Garmston (CA); Ruud Gorter (NETH); Delores Greene (VA); Edith Jensen (SC); Irving Ouellette (ME); Arthur Roberts (CT); David Robinson (AR); Arthur Steller (OK); Sheila Wilson (IL).

ASCD Staff: Gordon Cawelti, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director of Curriculum/ Technology Resource Center; John Bralove, Director of Administrative Services; Ron Brandt, Executive Editor; Helene' Hodges, Director of Research & Information; Susan Nicklas, Director of Field Services; Jayne Osgood, Manager, Annual Conference; Mikki Terry, Director of Professional Development.
Recorder: Kathy Browne

President Hill commented on the dedication of the ASCD staff and commended them for it. She gave an overview of her recent travels and asked the Executive Council members for their views of reaffirmation and enlightenment in their jobs since the June meeting.

JUNE MINUTES

A correction to the June minutes was noted regarding the members of the Council’s subcommittee to examine the executive director position evaluation documents. Irving Ouellette had volunteered to serve on the subcommittee but his name was omitted.

Also, a one time bonus of $10,000 was included in Dr. Cawelti’s 1991-92 employment agreement and should be added.

It was moved by Art Steller and seconded by Sheila Wilson to approve the June minutes as amended. MOTION CARRIED.

Additions to the agenda were noted or added to items 3, 6, and 8.
EXEcutIVE SESSION - October 11, 1991

The Executive Council entered into Executive Session at 10:00 a.m. following a motion by Irving Ouellette and seconded by David Robinson.


Other invited participants: Gordon Cawelti, Executive Director.

The agenda for the Executive Session consisted of the following items:

1. Review search process for executive director
2. Report of subcommittee working on evaluation procedures for executive director.
3. Discussion of salary issue relating to comparability and compensation of executive editor's salary in relation to other associations.

DISCUSSION AND ACTION

1. Review Search Process for Executive Director

In the absence of Donna Jean Carter, chair of the Search Committee, Corrine Hill briefed the Council on what has transpired to date as well as future events.

The following were reviewed:

a. Search brochure has been prepared and nationally distributed.

b. National ads have been placed.

c. The search process timeline is on track.

b. Any questions regarding applications should be directed to Karl Plath.

e. Jerry Firth has agreed to serve as the replacement for Art Costa on the search steering committee.
f. Karl Plath will screen all candidates and the search steering committee will narrow the group to four to six candidates to be interviewed in Chicago on March 20-21 by the entire Executive Council.

2. Report of subcommittee working on evaluation procedures for executive director

In the absence of Donna Jean Carter, Edith Jensen gave the subcommittee report indicating that Donna Jean Carter, David Robinson, and she had met on Thursday, October 9.

The "charges" to the subcommittee by the Executive Council were reviewed:

a. Examine existing evaluation documents.

b. Examine process of goal setting for the Executive Council with the Executive Director.

c. Make recommendations for the revision of the process.

The following were discussed:

a. The current evaluation process is relatively informal, therefore, the Council needs to develop a different process for the new executive director.

b. Critical issue is how to work with the new executive director in establishing the organization’s goals.

c. Recommendations for the new process included the following:

a. There must be an annual evaluation during the first contract year.

b. The evaluation process should not be based on a review of the calendar activities and an audit of expenses, although both should be reviewed.

c. Evaluation should focus on goals and activities. Goals should relate to job description and must align with the strategic plan. There must be a linkage between major ASCD program goals and the executive director’s job responsibilities. Goals must also involve management goals; goals must be "balanced" between measurable items and more global items.

d. An annual evaluation timeline needs to be developed.
e. Quarterly progress reports given at each Council meeting should replace the semi-annual evaluation.

f. Karl Plath will help the search steering committee draft the new executive director’s contract.

g. Job description needs to be more explicit and tied into the evaluation process, presently it is too generic.

h. The evaluation process must clearly articulate the responsibility of each part in the resolution of areas of problem performance; need matrix of responsibilities for appropriate intervention.

i. The evaluation process must be designed as a system that includes characteristics (as per new Executive Director search brochure), job description and goals.

j. Clear standards of what goal accomplishments "look like" must be developed.

Following discussion of the above, it was requested that the sub-committee convene on Sunday, October 13, 1991, to review the recommendations and report back to the Executive Council on Sunday morning.

3. Discussion of salary range issue relating to comparability and competitiveness of executive editor’s salary in relation to other associations.

At the June Executive Council meeting, the Council asked Gordon Cavelti to secure data on the salaries of executive editor’s of other associations.

Gordon provided the council with a list of the top editor’s salaries and it was determined by the Council that Ron Brandt was being "competitively compensated."

Gordon also reviewed the salary range in grades 11-12 and indicated that Ron had received a 4.5% increase this year despite the fact that his salary exceeded the salary classification range. Other employees within the range (which takes six years to move through) received 5%.

Art Roberts moved and Delores Greene seconded that when an individual’s salary is off the schedule, the current year’s salary is the base salary upon which any raises are given for the new year. MOTION CARRIED.

Gordon Cawelti reviewed his goals for 1991-92 as previously distributed.

Discussion focused primarily on the restructuring of the organization. Ruud Gorter requested that the RFP also be sensitive to and address the issue of the impact of the internationalization of ASCD on internal governance and restructuring.

The Council adjourned to general session.

Submitted by: Stephanie Pace Marshall

GENERAL SESSION*

1. BUDGETARY MATTERS

1.1 Gordon Cawelti explained the current budget that just ended is shown on a modified cash basis budget as opposed to an accrual one, and that the FY 91 budget shows an $8000 deficit. A substantially larger deficit will appear on the audited FY 91 budget which is reported on an accrual basis. Stephanie Pace Marshall asked about ASCD investments and John Bralove said ASCD has investments of approximately $1,800,000 dollars.

1.2 Edith Jensen moved and David Robinson seconded to approve the additional budget requests for funds for employee recognition awards and the extension of the Nominations Committee meeting time. MOTION CARRIED.

1.3 A change was noted on Page 23 of the agenda for the number of paid members in FY 1991 from 154,000 to 142,000. The Council requested that additional information be provided to them for the March meeting when they consider the FY 1993 budget. Information will be furnished on: a budget with dues increase; a budget without a dues increase with specification of potential effects on services and/or how other income would compensate; and, a dues history.

Scott McBride of Marketing General, Inc., joined the meeting to give a report on member concerns with marketing. He commented on pricing issues; that dues rates are a top priority for teachers and lower priority for administrators; on the relationship between

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*NOTE: Items appear in chronological order as listed in the agenda and not in the order in which they were addressed during the meetings.
affiliates and on the international association; differentiated and
duplicate mailings to members; and the anticipated slower rate of
growth in the '90's. He discussed the plans being made to minimize
member concerns about duplicate mailings.

2. PROFESSIONAL DEVELOPMENT

2.1 Jayne Osgood reported all activities are on schedule at this
point for the 1992 Annual Conference. The number of proposals
received this year was 1,181 — 438 proposals were scheduled and
743 were rejected.

Gayle Rockwell explained the procedures for compensatory rooms at
Annual Conference. Compensatory rooms will be offered to the
Executive Council based on seniority (time on the council) and
availability at the end of the reservation period.

2.2 Art Roberts moved and Francine Delany seconded to accept the
recommendation of New Orleans as the conference site for the year
2000. MOTION CARRIED.

2.3 Stephanie Pace Marshall presented the Annual Conference
Planning Committee report and a discussion followed regarding some
of the wording. The Council requested the committee modify the
title for 1993. Council members will be notified by mail of the
new title.

2.4 Mikki Terry explained the figures for the PDI series and
Council members gave her suggestions for the '92-'93 PDI series.

3. FIELD SERVICES

3.1 Susan Nicklas will be announcing the first Affiliate
Recognition Award at a general session at the 1992 Annual
Conference.

3.2 Susan Nicklas announced that six new ASCD networks were added
this October, they are:

1. Accelerated Learning and Teaching
2. Global Education
3. Invitational Education
4. Mentoring Leadership and Resource
5. Thinking Assessment
6. Character Education
3.3 Edith Jensen moved and Art Roberts seconded the motion to transmit the report of the Affiliate Advisory Committee (AAC) to the Governance and Membership Participation Panel for its serious consideration, and to establish formal communication linkages between the Panel and AAC to inform it and the affiliates about the work of the panel. MOTION CARRIED.

3.4 Susan Nicklas, ASCD’s staff liaison to the National Council for Accreditation of Teacher Education (NCATE), gave background information. Donna Delph (IN) serves as ASCD’s representative on the Unit Accreditation Board of NCATE. ASCD is a constituent member at present and pays annual dues of $6,150. The Council engaged in a lengthy discussion regarding the effectiveness of NCATE. The Council asked staff to proceed with development of standards in curriculum, supervision, and instruction. Francine Delany moved and Delores Greene seconded a motion for the staff to provide more information on NCATE to the Council. MOTION CARRIED.

4. OPEN DISCUSSION

4.1 Art Steller moved and Donna Jean Carter seconded a motion for a 45 minute time limit of discussion on item 4.1. MOTION CARRIED.

Diane Berreth asked the Council to consider three actions:

1. Adopt proposed position statement as a formal Executive Council statement to be transmitted to National Council on Educational Standards & Testing prior to December 1 for public dissemination.

Bob Garmston moved and Donna Jean Carter seconded this as a motion. MOTION CARRIED.

2. Support the development of a single resolution from this statement to go to Resolutions Committee;

Art Roberts moved and Francine Delany seconded this as a motion. MOTION CARRIED.

3. Determine "authorship" of resolutions.

Bob Garmston moved and Donna Jean Carter seconded a motion to have Edith Jensen listed as author on behalf of the Executive Council. MOTION CARRIED.

In the second paragraph of #4 in the position paper (Attachment A) the last word "prohibited" will be dropped and words such as "used carefully" will be added at the end. The last sentence will be eliminated.
4.2 Gordon Cawelti discussed with the Council:

- National Assessment (NAGB)
- America 2000 - American Achievement Tests
- National Goals Panel
- National Council on Education Standards & Testing
- New Standards Project
- SCANS

4.3 Gordon Cawelti explained the formation of the Alliance for Curriculum Reform (ACR) and its history. Art Steller moved and Bob Garmston seconded that ASCD become a member of ACR. MOTION CARRIED.

4.4 Diane Berreth announced the Strategic Plan will be formally updated twice a year. The printed materials in the agenda on influence and issues distributed to the Council are updated copy and more recent than the GBC-bound printed plan.

Gordon Cawelti reported on the restructuring of the public information office which was undertaken to provide for additional policy analysis work. Applications for the policy analyst position are currently being reviewed.

Diane Berreth handed out the October 23 agenda for Forum on National Curriculum. The purpose is to inform ASCD about national standards and assessment issues.

David Robinson moved and Irving Ouellette seconded a motion to commend the Recycling Committee on their efforts. MOTION CARRIED.

5. PUBLICATIONS

5.1 Ron Brandt presented the status of the publications report. The report was reviewed and received by the Council. Edith Jensen moved and David Robinson seconded to accept the report. MOTION CARRIED.

5.2 The proposed themes for Educational Leadership 1992-93 are: teaching for understanding; authentic learning; building community; the challenge of higher standards; providing for individual differences; curriculum for a changing world; and, improving school quality.

5.3 Art Roberts moved and Francine Delany seconded to have the Journal of Curriculum and Supervision remain a part of publications at ASCD and accept the recommendations as stated on Page 68 (Attachment B) of the October 1991 agenda.
6. GOVERNANCE

6.1 Diane Berreth presented the Governance and Member Participation Panel progress report. The Executive Council recognized the quality of the report, commended the committee's work, and acknowledged Diane Berreth's work with the committee.

6.2 Edith Jensen moved and Donna Jean Carter seconded that demographic information (gender, ethnicity, region, position) of current Executive Council members be included in the election brochure materials as was indicated in the agenda. MOTION CARRIED.

6.2.1 Edith Jensen moved and Donna Jean Carter seconded to accept the recommended change in By-Laws (as stands) on elections from three to two candidates for all positions but members-at-large. MOTION CARRIED.

6.2.2 Bob Garmston moved and Francine Delany seconded to reject Item 6.2.2 as stated "to hold a candidate's forum at the business meeting for the President-elect candidates." Instead it was agreed to support increasing member access to and knowledge of candidates. MOTION CARRIED.

6.2.3 Art Roberts moved and Delores Greene seconded to accept the recommendation to move up the two-day meeting of the Nominations Committee at the Annual Conference from Friday/Saturday to Thursday and Friday. MOTION CARRIED.

6.2.4 Art Roberts moved and Sheila Wilson seconded to accept the recommendation to provide staff support to the Nominations Committee at the Annual Conference. MOTION CARRIED.

6.2.5 Edith Jensen moved and Ruud Gorter seconded to accept the recommended increased qualifications for candidates. MOTION CARRIED.

Bob Garmston moved and Art Steller seconded to change the bold-faced policies as stated in the October 1991 agenda to procedures as recommended by staff. MOTION CARRIED.

Donna Jean Carter moved and Delores Greene seconded to add to the October 1991 minutes to include the procedures be put in writing. MOTION CARRIED.

6.3 Art Steller moved and Art Roberts seconded to request that the Resolutions Committee consider the attached list of education issues and request that the Resolutions Committee develop four to five critical and endorsed issues. (Attachment C) MOTION DEFEATED.

6.4 David Robinson moved and Irving Ouellette seconded to delete from the Executive Council job description and policies the appointments of election tellers. MOTION CARRIED.
The Executive Council job description will be brought back in April for reconsideration by the Council.

Edith Jensen asked for a study into the themes of ASCD program matters with recommendations for future agendas.

6.5 Edith Jensen moved and Delores Greene seconded to adopt the proposed policies for appointments and replacement members to ASCD committees. (Attachment D) MOTION CARRIED.

6.6 Diane Berreth discussed the draft Review Council report on the Internationalization of ASCD. Recommendations will include: (1) ASCD is an international organization; (2) internationalization should be addressed in the Strategic Plan separate from global education; (3) budgetary issues should be resolved; (4) participation in governance by international affiliates should be made equitable, and (5) a plan should be developed for expansion of internationalization.

7. PLAN FOR CONTROVERSIAL ISSUES

The Executive Council reviewed the proposed staff plan for dealing with controversial issues. Bob Garmston suggested an information bank be developed and gave these suggested contacts: Mary Collins, Petaluma, CA; Diane Zimmerman, Davis, CA; and Scott Peck, author on community building. The plan for controversial issues is to be brought to the Board of Directors to provide more time to study the issue. The Council wants staff to dialogue with officers on the revised plan.

8. JUDGES FOR DISSERTATION AWARDS

The ethnicity of the panel judge nominees was added to the proposed slate. The Executive Council subcommittee presented their recommendations for panel judges as:

Curriculum: Janet Perrin (NY)
Barbara Moses (PA)
Rodney Smith (FL)

Instruction: Jessica Buckner (IL)
Mike Walken (FL)
Henry Roddy (AR)

Supervision: David Champagne (PA)
Melvin Hines (IL)
Anne Meek (CO)

Art Roberts moved and Edith Jensen seconded to approve the recommended panel judges. MOTION CARRIED.
9. CURRICULUM/TECHNOLOGY RESOURCE CENTER

Frank Betts showed examples of the new curriculum handbook and discussed the CTRC's strategic plan.

10. NATIONAL COUNCIL ON EDUCATIONAL STANDARDS & TESTING

Francie Alexander, Executive Director of NCEST, addressed the Council with a report of activities and answered questions.
The Executive Council went into executive session at 8:15 a.m.


The agenda for the executive session consisted of the following:

1. Executive Director evaluation procedures. Follow-up report of the sub-committee.

2. Executive Council process/procedures and protocols:
   a) information acquisition and decision making.
   b) working relationships.

3. Data flow for Executive Council meeting.

4. Executive director search clarification.

1. Executive Director evaluation procedures. Follow-up report of the subcommittee.

Donna Jean Carter reported on the subcommittee's earlier meeting (Sunday morning) and indicated that the committee would be conducting their work by FAX; the work of the subcommittee will focus primarily on the goals of the organization as depicted in the plan, the regular review of goals at Executive Council meetings (Karl Plath's assistance will be sought) and a system to establish goals, indicators of performance, and timetable responsibilities.

The following goal areas were recommended for inclusion in the Executive Director evaluation process.

1. External ASCD goals as outlined in the strategic plan.
2. Internal organizational goals.
3. Personal and professional goals.

These goals need to be established by the Council prior to screening candidates. They will be refined in March of '92 and the new executive director will bring his/her goals to the June Executive Council meeting for mutual national determination at that time.

Donna Jean Carter will develop a process for eliciting goal statements from the Executive Council.
2. Executive Council process/procedures and protocols.

Discussion focused on specific recommendations the Council has for bringing greater clarity, focus, and efficiency to Executive Council meetings. (Attachment E)

3. Data flow for Executive Council meeting.

This item was discussed under item 2.

The Council did agree to examine a November date to provide the staff more time to prepare reports following the fall advisory group meetings.

Stephanie Pace Marshall and Gordon Cavelti will send out recommended options for dates for the Council's consideration.

4. Executive Director search.

Donna Jean Carter reviewed the search timelines and indicated that she would communicate with the Council about the March screening dates. At this time the dates are March 19-21 (with possible stay over on Saturday evening).

Submitted by Stephanie Pace Marshall.

FUTURE DATES:

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 19-20</td>
<td>Chicago</td>
</tr>
<tr>
<td>March 29</td>
<td>Conference call (tentative)</td>
</tr>
<tr>
<td>April 1</td>
<td>New Orleans</td>
</tr>
<tr>
<td>April 2 &amp; 3</td>
<td>New Orleans</td>
</tr>
</tbody>
</table>

Meeting adjourned at 11:35 a.m.
3. **Parent and community relations:** Parents, community members, representatives of business, and students themselves must be educated about the fundamental changes that will result from an outcome-based system stressing national standards and assessments. Current assessment practices generally compare student performances against one another, rather than to a standard of mastery. A widespread public education campaign must begin to ensure that public education's constituencies are familiar with and supportive of this new approach.

4. **Assessment specifications:** The system designed to assess how student performances compare against a national standard must be of the highest quality and should reflect sound educational values and practices. Such assessments should follow guidelines established by the National Forum on Assessment (attachment D).

   Further, until the technical characteristics of assessments (such as validity) are considered to meet standards of practice, the application of high stakes (for example, decisions regarding student placement or the awarding of diplomas) to exam results should be used carefully.

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**Establishing Basic Conditions of Equity**

Because of fundamental inequities in educational opportunities, it is likely that many students will not reach
To: Executive Council

From: Gordon Cawelti

The editorial board held an extended discussion on the issue which Ron and I can relate to you during the council meeting. In addition, Ron will have results of a readership survey available to handout to you at that time. There was some discussion about the need for CJS to be autonomous in publishing scholarly work, and at least one felt the primary mission of the journal should be to provide those who teach curriculum and supervision a network for sharing ideas and stimulating thought about alternative ways of viewing their work. That practitioners and scholars need to think together was, I would say, rather mildly expressed.

Here are my recommendations for council consideration and action in the months ahead:

1. That you read at least the enclosed journal, if you have not done so, and review what we now say are the basic purposes of CJS. The editorial board and the index of other recent issues is also enclosed. You need to help articulate what you feel the purpose of the journal should be in the years ahead.

2. That we develop a slate of replacements for those people whose terms expire in 91, and act on this in April. These should be people who reflect directions we feel CJS ought to take, and a better balance of thoughtful practitioners and scholars.

3. That we encourage an editorial policy of more aggressively soliciting manuscripts on vital curriculum and supervision policy issues, track the more significant research that is being funded by federal and foundation agencies, and conceive of other ways to have the journal play a more significant role in advancing theoretical thinking and scholarly research that is applicable in today's schools.

The larger issue here is the Association's responsibility for improving the kinds of theory work that is needed and for improving the quality of research that hones in on issues facing the nation's schools. The journal is one key aspect of that responsibility.
REPRESENTATIVE EDUCATION POLICY ISSUES

What should ASCD's position be on:

1. The establishment of national content and performance standards for curriculum in the United States.

2. The establishment of individual student achievement tests supported by the federal government.

3. The role of private sector corporations in working together on school reform.

4. The major interventions to improve student achievement (as sponsored by local, state, or federal agencies, such as Chapter 1 legislation).

5. The kind of integrated or interdisciplinary education that is required to accommodate the many demands on the school's curriculum.

6. Establishing a more pluralistic curriculum to better reflect increasing student diversity in the schools.

7. The need for improving student abilities to analyze, reason, and think critically and creatively.

8. What schools should do about the prevalence of tracking students according to ability levels.

9. Establishing appropriate roles for central office leaders, whose role and numbers are diminishing in a decentralizing and downsizing process.

10. Ensuring a comprehensive or systemic change perspective among agencies in key reform positions.
ITEM 6.5: ASCD Committee Appointments

FROM: Diane G. Berreth, Deputy Executive Director

ACTION REQUESTED: Adopt proposed policies for appointments and replacement members to ASCD committees.

SUPPLEMENTARY INFORMATION: To add clarity to the committee recruitment/appointment policies, two additions are being proposed to our current policies.

* Committee chairs are appointed by the Executive Council on recommendation of the Executive Director in consultation with the President and ASCD staff director.

* Should a vacancy occur on an advisory committee and one year or more remain in the term of office, a replacement to fill the unexpired term will be recommended by the Executive Director in consultation with the President and the staff director and approved by the Executive Council. The replacement shall meet all qualifications required for the committee appointment.

RELATED DOCUMENTS: Charge, term length and qualifications criteria for ASCD committees.
Executive Council's recommendations to enhance productivity and performance of Executive Council meetings.

1. The Thursday evening, prior to the Friday meeting, should include a debriefing session to review the agenda and to enable the Council to request any additional information necessary for informed decision-making.

2. At the beginning of the meeting, the staff should provide a written addendum with all necessary back-up materials.

3. The Executive Council agenda material should be reorganized in format to enhance the Council's required action to be clear. The agenda should be reformatted to include the following:

   a) Specific "bullet" information rather than extensive narratives where it is difficult to separate the "wheat from the chaff."

   b) Code each item according to the action requested:
      1) information only.
      2) information and discussion.
      3) discussion and decision.

   c) Provide clear and straightforward delineation of the action required; be clear about what the staff is asking the Council to decide.

   d) Focus the agenda on the following:
      1) agenda item.
      2) action required.
      3) recommendation from staff.
      4) key factors to facilitate decision-making (i.e. financial impact).
      5) background/historical information on what the issue is.
      6) provide sample motion.

   e) Structure agenda by action items (first), then endorsement items and discussion items.

Council will establish a consent agenda. In the case of action items explore the possibility of starting an item with a motion.

4. Timing of mailing agenda must be re-examined. The committee requested materials be sent out ahead of time with at least a week to review. Minutes should be sent within two weeks; Board of Directors' materials should be received 17-18 days prior to Board meeting.
5. Greater attention needs to be placed on ensuring the accuracy of the Council minutes.

Kathy needs to be present at all the meetings so that information can be recorded. Another staff member should be assigned to "housekeeping details" so Kathy will not have to leave the room.

6. Although the Council feels it is important to interact with the staff during the time in Washington, staff presentations during the Council meeting must be limited to the presentations of substantial issues only. Informational reports that reiterate previously reviewed written materials are not necessary; the staff must recognize that this is the Executive Council’s meeting.

7. The Executive Council should assess its efficiency and productivity following every meeting.

The Executive Director must continue to prevent "surprises" and keep the officers and the Council informed on critical decisions that impact the organization’s internal operations and external direction.
<table>
<thead>
<tr>
<th>Date</th>
<th>Group</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 5-7</td>
<td>Urban Curriculum Leaders Conference</td>
<td>Austin, TX</td>
</tr>
<tr>
<td>December 13-14</td>
<td>Alliance for Curriculum Reform</td>
<td>Washington DC</td>
</tr>
<tr>
<td>January 17-18</td>
<td>Resolutions Committee</td>
<td>Alexandria</td>
</tr>
<tr>
<td>January 19-20</td>
<td>Governance &amp; Membership Participation Panel</td>
<td>Alexandria</td>
</tr>
<tr>
<td>January 30-Fébruary 1</td>
<td>High School Futures Planning</td>
<td>Fort Lauderdale</td>
</tr>
<tr>
<td>February 20</td>
<td>Liaison Search Committee</td>
<td>San Diego</td>
</tr>
<tr>
<td>March 20-21</td>
<td>Executive Council meets with Karl Plath for screening finalists</td>
<td>Chicago</td>
</tr>
<tr>
<td>April 2</td>
<td>Executive Council makes recommendations</td>
<td>New Orleans</td>
</tr>
<tr>
<td>April 4-7</td>
<td>Annual Conference</td>
<td>New Orleans</td>
</tr>
<tr>
<td>April 30-May 2</td>
<td>Consortium on Expanded Assessment</td>
<td>Littleton CO</td>
</tr>
</tbody>
</table>