EXECUTIVE COUNCIL MINUTES

JUNE 18-21, 1992
<table>
<thead>
<tr>
<th>Contents of Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. President's Remarks</td>
</tr>
<tr>
<td>2. Executive Session</td>
</tr>
<tr>
<td>3. Budgetary Matters</td>
</tr>
<tr>
<td>4. Annual Conference</td>
</tr>
<tr>
<td>5. NCATE Report</td>
</tr>
<tr>
<td>6. Professional Development</td>
</tr>
<tr>
<td>7. Liaison Organizations</td>
</tr>
<tr>
<td>8. Field Services</td>
</tr>
<tr>
<td>9. Publications</td>
</tr>
<tr>
<td>10. Strategic Plan Elements</td>
</tr>
<tr>
<td>11. Process for Updating ASCD Strategic PlanExecutive Session (Sunday)</td>
</tr>
<tr>
<td>12. Executive Director Goals for 1992-93</td>
</tr>
<tr>
<td>13. Strategic Planning Task Force Appointments</td>
</tr>
<tr>
<td>14. Board of Directors Appointees</td>
</tr>
<tr>
<td>15. ASCD Positions on Critical Issues</td>
</tr>
<tr>
<td>16. Value-Character-Ethics Curriculum Area</td>
</tr>
<tr>
<td>17. Executive Retreat</td>
</tr>
<tr>
<td>18. Concluding Activities</td>
</tr>
</tbody>
</table>
President Stephanie Pace Marshall called the meeting to order at 9:00 a.m.

Executive Council: Stephanie Pace Marshall, President (IL); Corrine Hill, Immediate Past President (UT); Barbara Jackson, President-Elect (DC); Thomas Budnik (IA); Robert Clark (GA); Bob Garmston (CA); Ruud Gorter (NETH); Edith Jensen (SC); Frances Jones (NC); Irving Ouellette (ME); David Robinson (AR); Arthur Steller (OK); and 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; Mikki Terry, Director of Professional Development.
Recorder: Kathy Browne

Guest: Gene Carter, Incoming Executive Director.

1. PRESIDENT'S REMARKS

President Marshall shared her perspective on the role of ASCD’s President and gave an overview of her upcoming activities for the next few months. She stated that her goals are to be conscious of adaptive learning and that the Executive Council think of themselves as a learning team. She also said "we need to decide what we want to learn and whom we want to learn it from as a team." She further stated her concern with the Edison Project and the threat to our educational system, then summarized her meeting with the ASCD directors.

The Council members were asked for their reflections on one of the two questions written on the Xerox board:

1. What has become clear to you since last we met? —or—
2. What is the story we want to tell ourselves about ourselves this year?
April Minutes

Arthur Steller moved and David Robinson seconded the motion to approve the April minutes with the following corrections noted: p. 5, add Susan Nicklas, Director of Field Services, in attendance as staff; p. 6, Item 5, insert Stephanie Pace Marshall for Cile Chavez; p. 7, the last sentence is corrected as: The meeting adjourned after the Council related process observations and a short discussion. MOTION CARRIED.

Additional Items

1. Arthur Steller asked that a podium drape with the ASCD logo be made and used at annual conference. The Council has requested this be undertaken by the ASCD staff and the Executive Director agreed to it.

2. For Item 10.4, add a discussion on consolidating the European affiliates into having one European affiliate.

3. Address Members-at-Large role on the Board of Directors. The Governance & Membership Participation Panel should define the member-at-large position.

CONSENT AGENDA

Agenda items 7, 8.2, 8.4, 8.5, and 15.5 were moved to a consent agenda. Arthur Steller moved and Edith Jensen seconded to approve the consent agenda items. MOTION CARRIED.

The Council convened to Executive Session:

2. EXECUTIVE SESSION

Evaluation Process and Goal Setting for Executive Director
The evaluation committee presented to the Executive Council a proposal process and format for evaluating the Executive Director. The process was as follows:

- Broad goal categories will be established;
- Executive Council will give input to reflect its views on priorities within the goal categories;
- Executive Director will solicit input from staff;
- Executive Director will send draft goals to the evaluation committee for feedback;
Executive Director will prioritize goals and provide a
draft to Executive Council by October 1, 1992;

Executive Council will provide feedback for revisions/
modifications; and

Executive Council will approve goals by November 6, 1992.

Discussion regarding the purpose of evaluation, and the format of
the evaluation instrument was lengthy. It was concluded that the
purpose of this evaluation is to focus direction. On the topic
of evaluation instrument format, it was agreed that the
components would be:

- Goals/outcomes
- Indicators of achievement
- Measurement/Evidence
- Learning

Subsequent discussions from the group generated these clarifying comments:

- The goal will determine whether there will be indicators or measurements.

- The new Executive Director preferred a more specific
  articulation of expected areas of concentration by the
  Executive Council to guide his first year on the job.

- The Executive Director will determine the process and
  nature of staff input to his evaluation.

At the conclusion of the deliberation, a motion for adoption was
made by David Robinson and seconded by Edith Jensen. The process
was unanimously adopted.

3. BUDGETARY MATTERS

Budget Overages
3.1 Gordon Cawelti summarized the substantial shortfalls of the
FY 92 budget. For a third year in a row ASCD has had to make
adjustments mid-year. The Council previously approved overages
for small amounts. Gordon Cawelti discussed the overages shown
on page 19 of the agenda and answered questions from the Council.
President Marshall asked what items had already been expended to
determine which budget items could be reconsidered. Bob Garmston
moved and David Robinson seconded to approve the budget overages
recommended by the staff. MOTION CARRIED.
Cameron Street Townhouses
3.2 Gordon Cavelti explained the present situation with the property. President Marshall noted that the officers had already authorized the renovation of the townhouses. Edith Jensen expressed concern that this was the first time the Council had access to this information. Corrine Hill moved and Barbara Jackson seconded to authorize the renovation of the Cameron Street properties. MOTION CARRIED.

President's Fund and Institutional Support Fund
3.3 Barbara Jackson said her President's Fund would be used for travel to functions other than affiliate travel, as well as for spouse travel. Arthur Steller moved and Bob Garmston seconded approved authorization of the President's Fund. MOTION CARRIED.

Transmit FY 93 Budget
3.4 Gordon Cavelti referred to p. 24 and said that Gene Carter would have a month for input into the budget. Gordon Cavelti was concerned about the budget shortfalls in mid-year and said that he planned a very conservative budget. He pointed out the need for high renewals and commended Frank Betts on the C/TRC's direct contact with customers for feedback. He also commended John Bralove on saving money by moving order processing functions to the UNISYS System. Gordon Cavelti recommended that the Council look at dues increases and determine whether ASCD can hold off on increases for year or two. He said 47% of ASCD's revenue comes from member dues, the rest is from other ventures. He then recommended that ASCD's main fiscal objective should be to build up a reserve fund.

Tom Budnik wanted the Council to be aware that affiliate dues joined with the ASCD dues could be what members are concerned about.

Edith Jensen was concerned with the $281,200 FY 93 income excess and asked for footnotes noting the changes in the budget. She also expressed concern about adding four new staff positions.

Barbara Jackson moved and Ruud Gorter seconded to transmit the FY 93 budget to the Board of Directors for action pending the review of the Executive Director. MOTION CARRIED.

4. ANNUAL CONFERENCE

New Orleans Conference
4.1 President Marshall commended Jayne Osgood and her staff for the great job and Bob Garmston added that the conference had been wonderful.
1993 Conference Planning Committee
4.2 Jayne Osgood handed out an update on the 1993 conference general session speakers and distinguished lectures. (Attachment)

Appointment of 1994 Conference Planning Committee Chair
4.3 Barbara Jackson recommended the appointment of Art Roberts (CT) as the 1994 Chair of the Conference Planning Committee. Bob Clark moved and Corrine Hill seconded to appoint Art Roberts. MOTION CARRIED.

Status on Proposed Social Issues Policy for Future Site Selection
4.4 Bob Garmston moved and Irving Ouellette seconded to accept the staff's recommendation for not basing site selection upon state laws on social issues. MOTION CARRIED.

Potential Sites for 2001
4.5 Gayle Rockwell said ASCD has been solicited by five cities as potential conference sites. The selection had been narrowed down to two cities: Boston and Orlando. Bob Garmston asked why ASCD hasn't considered non-U.S. sites (i.e. Toronto, Montreal), and the Council discussed foreign sites as well as Philadelphia and Pittsburgh. Corrine Hill asked the Council to reconsider Philadelphia. Bob Garmston moved and Irving Ouellette seconded that Gayle Rockwell continue to explore the cities of Boston and Orlando as conference sites for 2001 with recommendations in November to the Executive Council. MOTION CARRIED.

Preliminary Discussion of Restructuring the Annual Conference
4.6 The Council should not consider changes in the conference structure because any reconceptualizing would be done by the Conference Planning Committee. Bob Garmston said the annual conference does not need fixing and he did not see the need for a Council decision.

The Executive Council advised the staff to do what is appropriate for the 1993 conference and hold off on any changes for 1994.

5. NCATE REPORT

Art Wise, President of the National Council for the Accreditation of Teacher Education (NCATE), spoke to the Executive Council about the focus of NCATE's work. He described NCATE as an arena for reaching consensus on quality preparation for educators. He spoke to his vision for a common national system of accreditation of teacher and administrator programs and encouraged ASCD to play a major role in that future.

Edith Jensen moved and Irving Ouellette seconded to adopt Option #2 (p. 43a) and to reconsider Option #3 a year from now. Discussion followed regarding how ASCD would have to prioritize the budget and what ASCD would do instead. MOTION DENIED.
Frances Jones moved and Sheila Wilson seconded to accept Option #3. Discussion followed on assessment of progress with the intention to proceed in a year; evaluation to take place in 1994; and the perception of some university personnel feeling they are not treated equally with other members. MOTION CARRIED.

6. PROFESSIONAL DEVELOPMENT

Edith Jensen moved and Tom Budnik seconded to continue to explore multimedia technology training. MOTION CARRIED.

7. LIAISON ORGANIZATIONS

Approved on consent agenda (6/20/92) to continue affiliation with the listed organizations at the annual fees shown.

8. FIELD SERVICES

Affiliate Leadership Conference Report
8.1 A brief overview of the May conference was reported by Susan Nicklas.

Regional Affiliate Meetings
8.2 Approved on consent agenda (6/20/92) the staff recommendation not to change the regional meetings of affiliates to meet annually.

Networks Progress Reports
8.3 Information on the networks progress report was included in the agenda materials.

Affiliation Policy Changes
8.4 Two recommended changes to policies 502.3.6 and 502.3.7 of the ASCD Handbook of Policies and Procedures were approved on the consent agenda (6/20/92). The policy additions are as follows:

502.3.6 The affiliate shows evidence of budgetary planning and ability to meet financial obligations associated with maintaining affiliation.

502.3.7 The affiliate provides evidence of plans to develop a membership base, provide programs and services to the membership, govern the affairs of the affiliate, and support the efforts of ASCD’s strategic plan.

Probationary Status
8.5 It was moved and seconded on the consent agenda (6/20/92) to place the Virgin Islands affiliate on probationary status for one year. MOTION CARRIED.
Affiliate Excellence Award Committee
8.6 President-Elect Barbara Jackson will be the Council’s representative to the Affiliate Excellence Award Committee.

9. PUBLICATIONS

Review of Publications
9.1 Ron Brandt briefly reported on the status of publications recently published, in production, or presently being prepared.

Report on Journal of Curriculum & Supervision
9.2 Ron presented background information on the Journal and asked the Council members to answer his question of "how will ASCD proceed to make a good decision?" The problems with the Journal of Curriculum & Supervision are a combination of -

> questions and topics selected
> issues and the means by which they are addressed
> editor/author/reader relationship

The Council discussed (1) leveraging resources, (2) doing nothing now and having Gene Carter re-evaluate later on, (3) doing something with the proposed action and working on rewording it. Bob Garmston suggested that criteria or a priority statement soliciting issues be established and articulated to the new editor for clarity. Ruud Gorter moved and Bob Garmston seconded the motion that the Executive Council support a scholarly journal that offers guidance to those engaged in education by publishing significant research that contributes to professional knowledge, theory, and practice. MOTION CARRIED.

Tom Budnik moved and Corrine Hill seconded to authorize President Marshall to confer with Ron Brandt and Gene Carter, and appoint a small committee to screen applicants and make a recommendation for a new editor. MOTION CARRIED.

10. STRATEGIC PLAN ELEMENTS

10.1 Bob Garmston moved and Irving Ouellette seconded to recommend that the staff re-evaluate training for Board of Directors members, including expansion to a half day and including the information for members-at-large. MOTION CARRIED.

Findings of Marketing Survey
10.2 John Bralove summarized the three major points of the marketing survey by Marketing General, Inc. He stated the report shows evidence of members not wanting more involvement in ASCD governance, stands, or interaction with other members. The recommendations of the report will go to the Strategic Planning Task Force.
Lake and Bolman Reports
10.3 These two reports were intended to be diagnostic. The Lake report made a distinction between program development and operations. Gordon Cawelti recommended an external body look at comparing ASCD with other organizations for the strategic plan. The Council made comments.

Internationalization Issues
10.4 The Council discussed the definition and clarity of what we mean when we say "international."

Art Steller moved and Edith Jensen seconded that the Executive Council view ASCD as an international organization. By international we mean a relationship and/or groups throughout the world characterized by the following:

- sharing common core values relating to the education of all children.
- establishing a reciprocal relationship in the interchange of information, experiences, expertise.
- promotes awareness of global interdependence.
- insuring equal access to participation in governance.
- sharing of technical expertise in the translation of ideas into products/services.

The Council will transmit the preliminary definition of international to the Strategic Planning Task Force (in a letter by President Marshall) that it might inform and guide them in their deliberations. MOTION CARRIED.

Art Steller moved and Frances Jones seconded that the staff implement the preliminary business plan, Scenario #2 (agenda pp.100a,c) within the framework of the definition of international and provide data to the task force. MOTION CARRIED.

Focus Area of Strategic Plan
10.5. Bob Garmston will be the Council's representative to the advisory group for the focus area on improving student achievement.
11. PROCESS FOR UPDATING ASCD STRATEGIC PLAN

11.1 Diane Berreth reviewed the Plan-to-Plan section of the agenda with the Council members.

Authorizations to Staff
11.2 Bob Garmston moved and Irving Ouellette seconded the motion to authorize the staff to proceed with the Plan-to-Plan as amended. MOTION CARRIED.

Bob Clark moved and Sheila Wilson seconded the motion to authorize employment of a facilitator for the task force meetings. MOTION CARRIED.

Subcommittee to Appoint Strategic Planning Task Force
11.3 President Marshall appointed Edith Jensen, David Robinson, and Art Steller to a subcommittee that will work on a slate of persons for appointment to the Strategic Planning Task Force.

EXECUTIVE SESSION

The Council honored Gordon Cawelti by presenting him with a lifetime ASCD membership, paid registration for him and his wife at ASCD annual conferences, and the establishment of an annual Cawelti Leadership Lecture.

ADDED AGENDA ITEM: Council agenda and meeting.

The Council discussed re-conceptualizing the Council meetings to provide focused time for reflection and deliberation and to re-evaluate the need for discussion/action on operational or non-strategic issues.

The Council then committed itself to a consent agenda and the use of subcommittees, and will use Thursday evening at dinner for consent agenda and assignments to sub-committees. The Council also discussed the possibility of an international setting for the November meeting.

The Council then made a recommendation to pursue site information on location, dates, and purposes of the November meeting. A subcommittee met with Susan Nicklas and selected Munich, Germany, as the site for the November meeting.
12. EXECUTIVE DIRECTOR GOALS FOR 1992-93

The Council met with Gene Carter to adopt goals for 1992-93. The goal categories were defined as:

- governance
- strategic planning
  - international
- building relationships
  - internal
  - external
- personnel
- financial management
- organizational structure
- membership services
  - service knowledge
  - profit/product

The following one year goals were discussed: build relationships with staff; personal theory/strategy; learn quality systems for information; emphasize the atmosphere of change to staff and membership; use flexibility to grow into new role; focus on "managing the store"; build internal relationships.

13. STRATEGIC PLANNING TASK FORCE APPOINTMENTS

Bob Garmston moved and Barbara Jackson seconded to accept the recommended strategic planning task force appointee list. MOTION CARRIED.

Appointees are:

Suzanne Bailey    Elliot Eisner
James Banks       Joe McDonald
Bonnie Benesh     Martha Novak Bruckner
Bob Garmston      Irving Ouellette
Sandra Gray       David Rainey
Ruud Gorter       Stuart Rankin
Ed Hall           Phil Schlecht
Quincy Harrigan   Chuck Schwahn
Frances Jones     Judy Stevens
Don Kachur        Isa Zimmerman

1 teacher TBD
14. BOARD OF DIRECTOR APPOINTEES

Corrine Hill moved and Tom Budnik seconded to appoint Board of Directors' members LeRoy Hay (CT) and Patricia Stokes (GA) to the Governance and Membership Participation Panel. MOTION CARRIED.

15. ARTICULATING ASCD POSITIONS ON CRITICAL ISSUES

15.1 Approved on consent agenda (6/20/92) the adoption of the proposed 1992 Resolutions Implementation Plan.

15.2 The Council requested that the staff formulate an outline, system, or process for developing positions on critical issues prior to November.

16. VALUE-CHARACTER-ETHICS CURRICULUM AREA

This item was not discussed. The Council felt comfortable with the information given.

17. EXECUTIVE RETREAT

The Council discussed the possibility of a planning/ visionary retreat with the Executive Director and decided not to pursue it at this time.

18. CONCLUDING ACTIVITIES

The Council commended President Marshall for her leadership throughout the meeting. The Council thanked Gordon Cawelti for his support in the past, and welcomed Gene Carter and wished him success.


PROPOSED DATES OF FUTURE COUNCIL MEETINGS:

November 4 - '8, 1992
March 25, 1993
June 17 - 20, 1993
November 4 - 7, 1993
Update on 1993 Annual Conference Speakers

General Session Speakers
*Saturday - Ernest Boyer
*Sunday - Maya Angelou
*Monday - Robert Coles
*Tuesday - Stephen Covey

Distinguished Lectures (per strand)
*Transforming the Learning Environment - Lorraine Monroe
*Cultural Diversity and Social Actions - Jeff Howard
*Systemic Change - Phil Schelecty
*Alliances and Partnerships for Life-Long Learning - vacant
*Governance and Policy - Frank Newman

June 15, 1992