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November 3 - 7, 1992
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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES
November 3 - 7, 1992

Executive Council: Stephanie Pace Marshall, President; Barbara Talbert Jackson, President-Elect; Corrine Hill, Immediate Past President; Thomas Budnik (IA); Robert Clark (GA) Robert Garmston (CA); Ruud Gorter (NETH); Edith Jensen (SC); Frances Jones (NC); Irving Ouellette (ME); Arthur Steller (OK); Sheila Wilson (IL).

ASCD Staff: Gene R. Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director, Curriculum/Technology Resource Center; John Bralove, Director, Administrative Services; Susan Nicklas, Director, Field Services.

Executive Session

The Executive Council meeting convened in Executive Session at 8:10 a.m., Thursday, November 5.

1. President's Remarks

President Stephanie Pace Marshall gave an overview of her ASCD activities and travels since June of 1992, and discussed trends she has observed that have implications for education and ASCD.

President Marshall recommended that Council members read Margaret J. Wheatley's Leadership and the New Science: Learning About Organization from an Orderly Universe, in time for discussion at the March Council meeting.

President Marshall asked Council members and staff to relate what they have been doing as well as each of them sharing significant aspects of his/her work.

2. Approval of June 1992 Minutes

Edith Jensen moved and Barbara Jackson seconded to approve the June 1992 Executive Council minutes. MOTION CARRIED.

3. Consent Agenda

Agenda items 1.1, 1.4, 1.5, 1.6.2, 4, 5, 5.2, 6, 8.1, 8.2, 8.3, 8.4, 8.6, 8.8a, 8.8b, 9.4, and 11 were moved to a consent agenda (See Page 11). Bob Garmston moved and Ruud Gorter seconded to approve the consent agenda items. MOTION CARRIED.
Additional Agenda Items

President Marshall proposed the addition of the following new agenda items on behalf of the officers:

Executive Session 3. - Resolution on alleged election non-compliance.

9.5 - Leasing additional space

11.b - Discuss Board of Directors meeting - Annual Conference

1. Executive Director's Goals

President Marshall reviewed the process used with the Executive Council in setting the Executive Director's goals. President Marshall reported that the officers endorsed the goals as presented. Corrine Hill moved and Tom Budnik seconded to approve the Executive Director's goals. MOTION CARRIED.

Gene Carter discussed the timeline for the goals, some of which are multiple years, and detailed the process he used with the staff to develop the priority goals and outcomes presented. He reviewed each goal with the Council and responded to feedback questions.

The Council then noted that:

1. The Executive Director's goals are likely to be more than one year in duration.

2. The outcome for each goal will be reviewed on an annual basis.

3. For the 1992-93 year, the Executive Director's evaluation will be on his progress of the objectives for each goal as 1992-93 does not represent a full year of employment for the Executive Director.

4. The goals are for the Executive Director, but also reflect the work of the ASCD Executive Team, and the support and commitment of the Executive Council.

Ruud Gorter made a friendly amendment to goal 2 to remove the word "national" as stated in the goal and add a 2.3 to read: "Investigate the needs and possibilities for influencing education policy outside of the United States in future years." Bob Garmston suggested that "United States" be added to 2.1. MOTION CARRIED AS AMENDED.
2. Report on Personnel Matters

President Marshall introduced the report of a personnel investigation and asked Gene Carter to address the recommendations provided by counsel. Gene Carter stated that the Association is addressing the recommendations and will also pursue additional recommendations transmitted in the auditor's management letters to the Association. The Council asked that the staff be informed of the Council's support for the Executive Director's implementation of the recommendations.

3. Alleged Non-compliance in 1992 Election

President Marshall presented information about an alleged non-compliance of candidacy in the 1992 election. In keeping with ASCD policy, the officers investigated the situation and concluded that the individual was in compliance with our policies. The policies will be reviewed at a future date to develop more comprehensive procedures for such cases.

Frances Jones moved and Edith Jensen seconded to end the Executive Session. MOTION CARRIED.

ASSOCIATION ORGANIZATION AND GOVERNANCE

1. Reports

Strategic Planning Commission
1.2 Following a summary of activities by President Marshall, Council members who are on the Strategic Planning Commission reported their impressions and responses to the Commission's first meeting. Diane Berreth informed the Council of changes to the Commission's membership and of the plan for dissemination proposed by the ASCD staff.

Governance and Member Participation Panel
1.3 Diane Berreth reported on the activities of the Governance and Member Participation Panel. The Panel reviewed the role of at-large members as requested by the Executive Council. The Panel also affirmed the current role of the Review Council. The next meeting will be held in January to draft a final report. The Affiliate Advisory Committee will assist in collecting feedback before the Annual Business Meeting.

Customer Retention Task Group
1.6.1 Gene Carter summarized the work of the Customer Retention Task Group as a response to the recommendations in the Lake and Bolman reports, with respect to data collection and suggested revisions to internal systems. Task Group suggestions for
immediate action include: (1) internal product fairs; (2) extending customer service hours; and (3) exposing a greater number of ASCD staff to members. The Task Group is preparing additional suggestions and adopted the Executive Director's proposal to set a target of a 10% increase in membership retention rates.

The Council discussed inclusion of other members of the ASCD family, especially affiliates, in the work of the Task Group.

2. ASCD Internationalization Plan

President Marshall charged the Council to review the proposed 15 targets in the following way: view the targets as being mutually interdependent and answer two questions -

1. Are these, in principle, the direction we want to go?
2. Assuming we answer affirmatively, do we want staff to prepare plans for each target?

Susan Nicklas reviewed the assumptions underlying the proposed targets. Council members commented on the proposal, including the need to appropriately tailor different strategies to different communities, be sensitive to other global changes, and assure equity in reciprocal relationships.

Art Steller moved and Bob Clark seconded the motion for the ASCD staff to use the five value principles on Page 70 of the agenda as a conceptual framework to generate questions to structure further study, including a close examination of other associations and further research and market analysis in order to recommend specific actions to the Executive Council in March 1993, as a part of the budget review. MOTION CARRIED.

PROGRAM, PRODUCTS, AND SERVICES

5. Recommendation for 2001 Annual Conference Site

Approve Annual Conference Theme & Strand
5.1 Barbara Jackson gave the Council a brief description of the processes used both before the Conference Planning Committee met and during the time it met. A key consideration was an international perspective.

Barbara Jackson moved and Frances Jones seconded to adopt the proposed theme and strands. MOTION CARRIED.

Art Steller asked that descriptions be sent to Council members for editing and that they be returned with comments to Mikki Terry.
7. Acquisition of Exclusive Publication Rights

"Only the Best"
7.1 Frank Betts explained the two products and how they related to the mission and the future direction of the Curriculum/Technology Resource Center (C/TRC), as well as the linkage to existing C/TRC products.

Edith Jensen moved and Sheila Wilson seconded to acquire "Only the Best." MOTION CARRIED.

The Council asked questions about the FY 93 budget and asked that the financial presentation reflect the impact of Only the Best and Brown's Directories on the budget, and whether the Council's decisions were reflected in future budget statements.

Acquisition of Brown's Directories
7.2 It was moved by Bob Garmston and seconded by Bob Clark to acquire Brown's Directories of Instructional Materials. MOTION CARRIED.

Corrine Hill asked how are the directories used since she saw limited use in her school. Frank responded and also mentioned improvements the C/TRC planned for both products.

8. Reports

Training Centers
8.7 Edith Jensen expressed concern about whether the training centers were being operated at a loss. She pointed out some discrepancies in the numbers presented on Page 145 and the information contained in the budget on Page 160 including why four centers were suggested when the budget showed three. Frank Betts explained that Mikki Terry was going to ask for approval of one additional center in March.

Corrine Hill stated that she thought the staff was going to come to the meeting with a recommendation to continue or discontinue the training centers.

President Marshall summarized the discussion with these four points that need some follow-up work:

1. John Bralove will clarify the financial discrepancies mentioned.
2. A financial analysis will be prepared that separates by each individual center, income and expenses and includes income derived from HRDP registrations.
3. In March, the staff will provide recommendations and rationale with regard to other non-income related benefits and activities (value-added activities).
4. The budget will be updated to reflect four training centers instead of three.

The Council agreed that it needed to exercise its financial oversight responsibility with regard to the addition of a fourth training center. The Council will rely on the staff to cancel the fourth training center if it does not at least break even.

Saturday, November 7

President Marshall called the meeting to order and reviewed the day's agenda. She indicated that time would be spent during the Council debriefing session discussing the implications for internationalization of our Munich visit.

Financial Business

Gene Carter then reviewed changes which had been made between the preliminary budget proposed in March and the final FY 93 budget. He indicated that there was every expectation that we would have an encouraging year financially due to stabilization of our membership and fiscal restraints which had been exercised.

9.1 John Bralove reviewed the summary and analysis of the FY 92 budget performance. President Marshall inquired as to whether ASCD has an equitable process for making budget cuts when required. Gene Carter responded by indicating that the development of a collaborative and democratic process was underway.

1993 Budget Report
9.2 President Marshall asked John Bralove to highlight the FY 93 budget. She asked about the implications of Thursday's decision to purchase Only the Best and Brown's Directories. John explained that there would be no impact on the FY 93 budget. Edith Jensen commended John for the additional information such as the budget summaries provided. John reminded the Council they asked that 5-year financial projections accompany the budget and he will start providing them in March.

ASCD Investment Portfolio
9.3 John Bralove explained ASCD's investment portfolio. President Marshall asked if we have a policy on how funds from our investment portfolio may be used. John said we do not have a policy but probably do not need one since the Council is responsible for such decisions. Currently, the investment portfolio is not earmarked for any specific activity and income is re-invested.
Edith Jensen asked about the Council’s policy on budgeting for a $300,000 surplus in light of the FY 93 budget, which does not provide for this surplus.

Edith Jensen moved and Art Steller seconded that the Executive Council acknowledges that we are under our $300,000 surplus in the FY 93 budget and recognizes this as an exception.
MOTION CARRIED.

Public Information Specialist
President Marshall asked Gene Carter to provide a description of the new role of the Public Information Specialist and the unique qualifications of the individual who has been hired to fill this position.

ASCD Grant Activity
President Marshall asked whether ASCD intends to more vigorously pursue grants. Gene Carter indicated we are examining our past grant-seeking activities, aiming to achieve the proper balance so that we do not become dependent on "soft money."

Interest was expressed in establishing parameters as to when, how, and why grants should be pursued. Concern was offered about the need for staff resources to vigorously pursue this path. Gene Carter will keep the Executive Council informed and involved in such decisions.

Art Steller suggested that Gene Carter develop a set of parameters and guidelines regarding grant activities to be discussed at the next Council meeting.

Future Dues Increase
John Bralove expressed concern about any future dues increases, cautioning that our market information suggests that any increase could significantly affect membership levels. Tom Budnik suggested that when thinking about dues increases for ASCD we need to consider affiliate dues increases as well. President Marshall requested that the staff: (1) prepare projections of future ASCD dues increases, and (2) ask affiliates to provide ASCD with information on projected affiliate dues increases.

Leasing Additional Space
9.5 Gene Carter gave an update on the prospect of leasing additional space at 1240 North Pitt Street. A bid has been offered and negotiations are underway. Tom Budnik moved and Sheila Wilson seconded that the Council concur with the administrative action to pursue leasing additional space.
MOTION CARRIED.
10. Professional Development Institute Fee Increase

Bob Garmston moved and Art Steller seconded to approve the proposed Professional Development Institute fee increase. On behalf of Mikki Terry, Frank Betts explained that rental space increases and the attendant costs of conducting the institutes were the reasons for the increase. Council members expressed concern about the size of the increases, the difference between member and non-member rates, and offered alternative suggestions.

Art Steller amended the motion to include the following: one day and two day institute fees should remain as proposed; add $10 to the remaining non-member fees (3 day institutes on through summer series fee), with the provision that individuals be encouraged to join ASCD to avail themselves of member rates. MOTION CARRIED AS AMENDED.

11b. Board of Directors’ Meeting at Annual Conference

President Marshall asked Diane Berreth to review the plans for an extended training session for the Board of Directors members. A 2 1/2 hour session was proposed on Thursday evening prior to the Annual Conference. Diane will work with the officers to determine the content of the training. Council members expressed concern about attendance at a Thursday evening session and the need for all Board members, new and old, to attend the session.

Bob Garmston moved and Sheila Wilson seconded to include the training as part of the meeting on Friday morning from 8 a.m. to 10 a.m.

The motion was amended to describe "training" as the encouragement of involvement and participation in the Board activities. The motion was tabled until discussion about the specifics of the Board of Directors’ meeting could be discussed.

President Marshall suggested three items which would be the focus of the Board of Directors’ meeting: (1) Strategic Planning Commission; (2) Governance and Member Participation Panel; and (3) internationalization.

Other suggestions to improve the Board meeting included: (1) ensure materials are received well in advance; (2) encourage attendance by other groups such as Affiliate Advisory Committee, Executive Secretaries, Strategic Planning Commission, incoming Council and Board members; (3) provide group seating for Members-At-Large; (4) provide reports by the Executive Director and the Executive Council on the work of the past year; (5) use visual aids which are large enough for all to see; (6) ensure that materials clearly state the action requested and give adequate background; (7) provide a protocol for observers; and (8) provide
meeting materials to incoming Executive Council members. The staff will review these suggestions for implementation.

The Council revisited the previous discussion about the training of Board members. Bob Garmston summarized the Council’s consensus on two points: (1) orientation will be provided for all Board members as a part of the Friday meeting, and (2) an opportunity will be provided on Thursday evening for new Board members to meet.

12. Feedback on Critical Issues

Diane Berreth requested feedback on the critical issues review process. On future issues, Council members asked for a synthesis of background information and a recommended position statement when possible. It was felt that the process was inappropriate for issues which require a rapid turn around time. Council members asked for communication about activities in which ASCD is engaged between Council meetings.

14. Executive Council Meeting Format

President Marshall requested feedback on the meeting materials and meeting format. Suggestions were given as follows: (1) page numbers should be on the agenda; (2) need to give an historical perspective whenever possible; and (3) reference the budget implications when appropriate.

Follow-Up to Presidential Election

President Marshall asked Council members to consider messages we might send to President-Elect Clinton. The following ideas were generated:

- education for all children (talk to Jonathan Kozol).
- send him Hodgkinson's demographics report.
- suggest he communicate with a broad base of educators, such as the ASCD membership.
- advocate for the mobilization of all services for children (health, social, recreational services, etc.).
- encourage support for preschool education.
- focus on the teachers.
- promote the notion that "it takes a village to educate a child."
- offer ASCD's ability to describe effective implementation strategies and ideas to facilitate change processes.
- request a formal audience with him.
- write to other key figures, such as prime ministers.
Implications of Meeting in Munich

President Marshall asked the Council to brainstorm implications for ASCD of its internationalization efforts and the events in Munich. Suggestions offered include:

► Council should meet one time per year in an international location.
► Need on site people to coordinate.
► Need to regularly attend international conferences.
► Learned we are far more alike than different.
► How do we go about bringing along our entire membership? Need a plan to do this.
► Must move beyond a Eurocentric viewpoint.
► Must have opportunities to be touched in the heart as well as in the mind.
► Need to repeat experiences like we had for our membership.
► Need honest dialogue with other international educators.
► Structure our programs and services (such as Annual Conference) so that they attract educators from non-U.S. locations.
► Need to involve our Board of Directors.
► Hold 3rd European Affiliate Conference in Scotland.
► Foster liaisons with CIDRE, SCCC, the 16 German states.
► Council members should write down their reflections on this visit and share with staff and each other.
► Members could accompany the Council on such visits.
► There should be a purpose for visits.
► Need face-to-face conversations.
► Need to tap the personal experiences of our membership to support our efforts.

President Marshall asked the staff to include these comments in the strategic international initiatives to be discussed at the March meeting.

Corrine Hill asked the minutes to reflect a commendation to Susan Nicklas for the organization of the international program in Munich.

The Council adjourned its fall meeting at 12:40 p.m.
Executive Council Consent Agenda

The Council:

1.1 Approved a change to affiliation policy 505.4 designating the Association President-Elect as the Executive Council liaison to the Affiliate Advisory Committee.

1.4 Received the status report on the 1992 resolutions implementation plan.

1.5 Received the progress report on the Review Council.

1.6.2 Received a report on the status of discussions on 800 number feasibility.

4. Appointed O.L. Davis, Jr. to replace Edmund Short as editor of the Journal of Curriculum and Supervision beginning with the fall 1993 issue.

5. Approved Boston as east coast site for 2001 Annual Conference.

5.2 Received 1993 Annual Conference update.


8.1 Received the current status report of publications.

8.2 Received a report on discussions held at Fall, 1992 Affiliate Advisory Committee meeting.

8.3 Received a report on the results of Affiliate Excellence Award Selection Committee deliberations.

8.4 Received a report on discussions held at Fall, 1992 Networks Advisory Committee meeting.

8.6 Received the report of the Curriculum/ Technology Resource Center by consent.

8.8a&b Received the status reports on the global education and restructuring focus areas of the Strategic Plan.

9.4 Reviewed the history of the Cameron Street townhouses project and the progress in renovating them. John Bralove exhibited before and after photographs. No action was requested or required.
11. Adopted the recommendation to provide only four comprehensive member books in 1992-93, rather than five as budgeted.

Bob Garmston moved and Ruud Gorter seconded to approve the consent agenda items. MOTION CARRIED.