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June 18-19, 1993
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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES
June 18-19, 1993

Executive Council:  Barbara Talbert Jackson, President; Arthur Steller, President-Elect; Stephanie Pace Marshall, Immediate Past President; Thomas Budnik (IA); Robert Clark (GA); Robert Garmston (CA); Ruud Gorter (NETH); Edward Hall (AL); Frances Jones (NC); Margret Montgomery (TX); Irving Ouellette (ME); Sheila Wilson (IL); Isa Zimmerman (MA).

ASCD Staff:  Gene R. Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director, Curriculum/Technology Resource Center-Research & Information; John Bralove, Director, Administrative Services; Ron Brandt, Executive Editor; Susan Nicklas, Director, Field Services; Mikki Terry, Director, Professional Development.
Absent: Helené Hodges, Director, Collaborative Ventures
Recorder: Kathy Browne

1. President’s Remarks

President Barbara Talbert Jackson called the meeting to order at 8:30 a.m. She spoke about the role the Executive Council plays as a vital link to the transformation of education. She commended Executive Director, Gene Carter, and the ASCD staff for a successful year. She engaged the Council members and staff in an activity to describe their work as educators in one word. Among the descriptions were faith, hope, passion, love, tenacity, concern, equity, support, advocacy, honesty, values, potential, and enabling. President Jackson stated that through putting these words into action, the course of the world could be changed for the good of children.

2. Approve March Minutes

Bob Garmston moved and Ruud Gorter seconded the approval of the March, 1993 Executive Council minutes. MOTION CARRIED.

3. Establish Consent Agenda

President Jackson proposed a consent agenda on behalf of the officers. After discussion, Tom Budnik moved and Bob Garmston seconded a consent agenda of items: 9, 12, 16, 18, 19, 21, 22, 23, 25, 27, and 34. MOTION CARRIED.

EXECUTIVE SESSION

Bob Clark moved and Frances Jones seconded to convene to Executive Session. MOTION CARRIED.
4. Performance of Executive Director

Stephanie Pace Marshall gave the report on the performance of Gene Carter as Executive Director. She indicated that a letter will be sent to Gene and the officers citing his noteworthy performance. Gene's March report was used as the final report relative to his evaluation.

Next year the pre-conference meeting of the Executive Council would be the final date for the evaluation of the Executive Director by the officers and the Executive Council.

Bob Clark moved and Frances Jones seconded to accept the report given by Stephanie Pace Marshall. MOTION CARRIED.

Virtually every member of the Executive Council made complimentary comments about Gene Carter's performance. These salutations ranged from being a "nice guy," "open with financial data," "well-balanced," "able to move the organization forward," "takes time to know people," "right person for the right time," "brings people-things-ideas together," "organization is operating much smoother than ever," "responsive to everyone," "well thought out answers, etc." President Jackson summed it up to say that the Executive Council was very pleased and Gene should continue along the same lines meeting new challenges.

Gene Carter responded with appreciation and stated that he was still listening and learning, and trying to implement teaming within the organization, and addressing the challenges facing the organization. He expressed gratitude to the Executive Council for its help and contributions to his professional growth.

Stephanie Pace Marshall gave a report on the contract for the Executive Director. These items were proposed by Gene Carter for consideration: a) three year contract; b) one year rollover during the spring/summer Executive Council meeting; c) base salary; and d) spouse travel. The officers recommended a three year contract be approved giving him a new contract through June 30, 1996, and a base salary of $160,000.00 with some kind of rollover.

The point was raised that in the future, the contractual issues should be discussed by the Executive Council prior to being communicated back to the Executive Director. In practice this would mean that the Executive Director would meet with the officers who would then make a recommendation prior to communicating their recommendation to the Executive Council.

Tom Budnik moved and Irving Ouellette seconded that a new base salary for the Executive Director of no less per year than $160,000.00 be set starting July 1, 1993. This salary would be reviewed annually following the evaluation of the Executive Director by the Executive Council. MOTION CARRIED.
Frances Jones moved and Bob Garmston seconded the motion to award a new three year contract to Gene Carter effective July 1, 1993 through June 30, 1996, to replace Gene's current contract. This new contract would include a provision for consideration of a two year extension near the end of the second contract year at the Executive Council meeting. An evaluation process will be developed in conjunction with the Executive Director and appropriate parties. MOTION CARRIED.

5. Revised Salary Plan for FY 94

President Jackson asked Gene Carter to report on the salary structure included in the FY 94 budget recommendation. Gene Carter summarized the 1993-94 salary structure. He stated that every employee will receive the 1.5% progression increase and a step increase that is determined by the number of years they have worked at ASCD and the grade within which they fall. Step increases can range from 2.0% to 4.5%. The total salary increases will range from 3.5% to 6.0%, with the average being 5.0%. A lengthy discussion ensued regarding the structure of the compensation system. The Council asked that a salary study be conducted and completed prior to the consummation of the FY 95 budget.

Margret Montgomery moved and Sheila Wilson seconded to adopt the revised salary plan for FY 94. MOTION CARRIED.

6. Diversity and Balance of Staff

President Jackson commented on the EOE statistics for ASCD effective May 1993. She noted that ASCD has done a commendable job in addressing diversity and balance among ASCD staff overall; however, one department has not addressed diversity. Gene Carter explained that this will be attended to at the first opportunity. President Jackson reiterated the Association's commitment to its values.

7. Personnel Matters

President Jackson asked Gene Carter to provide an update on several personnel matters. He distributed copies of the revised draft of ASCD's Personnel Policy Manual which has been reviewed by legal counsel. The revised manual addresses issues such as compliance with current laws, legal requirements, ASCD and employee protection rights.

Gene Carter informed the Council that a federal grand jury in Alexandria, Virginia, returned a 22-count indictment against a former employee of ASCD. The former employee was charged with crimes arising out of six separate schemes, including mail fraud, bank fraud, and bankruptcy fraud. ASCD has cooperated fully with the Postal Inspector and with the Department of Justice in the investigation of this matter.
Gene Carter reported on an Equal Employment Opportunity Commission proceeding during the year in which ASCD prevailed.

Tom Budnik moved and Isa Zimmerman seconded to end the Executive Session. MOTION CARRIED.

ASSOCIATION ORGANIZATION AND GOVERNANCE

8. Collaborations with Organizations

Council members reviewed an extensive list of relationships with other agencies prepared by Helené Hodges, Director of Collaborative Ventures. When some Council members asked how such relationships are established, President Jackson replied that in the past the Council had acted on staff recommendations whenever the relationship involved a financial commitment. Tom Budnik pointed out that service by an individual on an advisory committee is not really collaboration and Stephanie Pace Marshall suggested that in a collaborative relationship there is shared financing and shared control. Council members commended the staff for preparing such a thorough inventory and encouraged further refinement of the list to identify the relationships controlled by the Council and those considered truly collaborative.

10. Strategic Planning Commission Recommendations

Diane Berreth reviewed the history of the year’s strategic planning activity and outlined a suggested process for Executive Council action. She reminded the group that the former strategic plan had addressed the content of ASCD’s program but not the organization itself, had been written largely by the Executive Staff and Executive Council, and was not tied to other internal plans, such as marketing and information management. She said the new plan was prepared by a 34-member group broadly representative of ASCD constituents, including five Executive Council representatives, the members of the Executive Team, plus four ASCD staff members from "frontline" positions. In three two-day meetings the group produced several documents, including a statement of key beliefs, a proposed mission statement, and a draft set of eight goals. She said these products were now subject to Council action in a process which should honor both the good faith contributions of Strategic Planning Commission members and the Council’s ultimate responsibility for Association governance.

Frances Jones led an activity in which Council members were asked to interpret one of the belief statements and rate their commitment to it. Next, Stephanie Pace Marshall presented the proposed mission statement and Irving Ouellette presented the goals.

Mikki Terry then asked staff and Council members to work in four groups. Each group took two related goals and brainstormed possible strategies for accomplishing them. In the ensuing
discussion, Council members agreed that goal 4 and goal 7 were really two variations of the same goal and that goal 4 (enhance capacity of schools and school systems for self-renewal) was the preferred wording. They also concluded that goal 8 (articulate the principles of good learning) should become a strategy under goal 2 (promote good learning worldwide). This left the first six goals as the goals proposed for adoption.

Diane Berreth then led a lengthy discussion of the proposed mission statement, which read, "ASCD, a diverse international community of educators forging a new covenant to achieve excellence in teaching and learning." Stephanie Pace Marshall said she was concerned that the statement did not include the words "for all learners" and perhaps "in all times and places." Several people commented that the statement did not meet the test of clarity, and said that it would have to be explained and interpreted. Others replied that such ambiguity might be an advantage. Bob Clark objected to the phrase "a new covenant" because at some point the new covenant would have to become old. President Jackson said she was concerned about placement of the word "diverse" because it seemed to refer to international diversity rather than a much broader kind of diversity.

Diane Berreth helped the group to identify key concerns and took a series of straw votes to reach consensus on three points: 1) place a comma after "diverse" to show that the community of educators is both international and diverse; 2) change the remainder of the existing statement to read "forging covenants in teaching and learning"; and 3) add "for the success of all learners." The revised statement is "ASCD, a diverse, international community of educators, forging covenants in teaching and learning for the success of all learners."

Stephanie Pace Marshall moved and Frances Jones seconded the report of the Strategic Planning Commission, including the beliefs, mission statement as revised, and six long-term goals, be adopted. MOTION CARRIED.

11. Governance Panel Implementation Plan

Diane Berreth summarized the development of the proposed Governance Panel Implementation Plan and called attention to the supporting documents and rationale for the three-section plan. President Jackson suggested the Board of Directors survey be pre-tested with Council members (p.50). Tom Budnik observed affiliate activities are not a mandated action (p.51). Participants in planning groups will extend beyond internal staff (p.58-59). Tom Budnik noted the information exchange needs to be reciprocal. Ed Hall noted where submission and review dates need to be brought into line. Bob Clark recommended the Board of Directors participation process be more tightly structured. Bob Garmston pointed out that setting Roberts' Rules aside would facilitate dialogue.
Tom Budnik moved and Sheila Wilson seconded to adopt the proposed plan. MOTION CARRIED.

13. Constitutional Review Committee

Ruud Gorter opened the discussion by calling attention to the need for international representations and the possibility of conflict between ASCD's constitution and local custom. Diane Berreth described the qualifications of nominees and the one-time nature of the work in response to a question from Council.

Bob Garmston moved and Bob Clark seconded to expand the committee membership to include Quincy Harrigan. MOTION CARRIED.

Margaret Montgomery moved and Sheila Wilson seconded to approve the committee appointments as amended. MOTION CARRIED.

14. Internationalization Progress Report

Ruud Gorter discussed a possible joint venture to produce a European version of Educational Leadership. A written proposal will be presented in October by Ron Brandt. The need to identify the purpose and outcomes of Council meetings outside the United States and the need for a long range plan and schedule was discussed.

15. Affiliate Excellence Award Selection Committee Representatives

Stephanie Pace Marshall moved and Irving Ouellette seconded to appoint Frances Jones as Council representative. MOTION CARRIED.

17. Outstanding Dissertation Awards Panel Appointments

Judges for the 1993-94 Outstanding Dissertation Awards Panel were voted on by written ballot. Isa Zimmerman and Margaret Montgomery were appointed by President Jackson to count the ballots during the Saturday lunch break. Isa Zimmerman presented the results of that ballot:

**Curriculum**

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<thead>
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<th>Gender</th>
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<th>Title</th>
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<tr>
<td>Geneva Gay</td>
<td></td>
<td>WA</td>
<td>Af-Am.</td>
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<td>Julia Rosa Lopez-Emslie</td>
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<td>Leo Gensante</td>
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<td>PA</td>
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<td>Alternates:</td>
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<td>William Schubert</td>
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<td>Professor</td>
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<td>Robert Prickett</td>
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<td>KY</td>
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<td>Professor</td>
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<tr>
<td>Miryam Keller</td>
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<td>IL</td>
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<tr>
<td>Phyllis Deringis</td>
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<td>ME</td>
<td>Cauc.</td>
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<tr>
<td>Bonnie Smith</td>
<td></td>
<td>DC</td>
<td>Af-Am.</td>
<td>Central Office</td>
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Alternates:
Lenore Sandel NY F Cauc. Professor
Judy Stevens TX F Af-Am. Central Office

Supervision
James Nolan PA M Cauc. Professor
Theresa Bay GA F Af-Am. Professor
Ben Harris TX M Cauc. Prof. (Emeritus)
Alternates:
Connie Hatcher IL F Cauc. Central Office
Jessica Buckner IL F Af-Am. Central Office

Stephanie Pace Marshall moved and Francis Jones seconded the appointment of this slate as judges and alternates for the 1993-94 Outstanding Dissertation Awards Panel. MOTION CARRIED.

PROGRAM, PRODUCTS AND SERVICES

20. Exhibit Policy and Proposed Complaint/Appeal Process

Mikki Terry reviewed the proposed revisions of the exhibit policy and the complaint/appeal process. She explained that it was an attempt to get at two issues: 1) the content of the exhibit - what is inappropriate; and 2) the overall nature of an exhibit. Questions were raised regarding policy number 603.1.1 - whether the "adopted values" clause was consistent with the clause regarding "messages which are injurious to schools," etc. The discussion included which exhibitors would be excluded if the changes were approved and whether participants have refused to go into the exhibit hall because of inappropriate vendors. Frances Jones moved and Ed Hall seconded to delete the second sentence in proposed policy 603.1.1. MOTION CARRIED. Bob Clark moved and Ruud Gorter seconded to adopt the revised policy as amended and the proposed complaint/appeal process. MOTION CARRIED.

The amended policy is as follows:

603.1.1 Items to be exhibited relate to the purpose of ASCD, and are consistent and compatible with adopted ASCD values.

24. Pre-affiliation Site Visit Policy

Susan Nicklas presented the proposed policy:

502.3.8 The affiliate accepts a pre-affiliation visit from an ASCD staff member or designated representative. The purpose of this visit shall be to assess the readiness of the group to become an affiliate, to analyze the community’s ability and willingness to support the affiliate’s activity and to meet with the organizing group to apprise them of their responsibilities and the conditions to maintain affiliation with ASCD. ASCD shall assume expenses for
the pre-affiliation visit if there is a reasonable expectation that
the group will meet the necessary conditions to become an
affiliate.

After discussion Margret Montgomery moved and Isa Zimmerman
seconded to adopt the policy. MOTION CARRIED.

26. NCATE Standards

Susan Nicklas described the process followed to develop the draft
standards for submission to the NCATE Board this August. Several
Council members provided comments and suggestions as follows:
   Page 112 - delete "believe"
   Page 113 - the section on organizing for change is very linear
   Page 115 - add bullet under staff development to describe the
   leader's role in staff development where faculty
   act as designers of their own staff development
   Page 116 - replace "enrich" with "deliver"
   Throughout-add "these are examples of" as a lead-in to each
   section of sub text

Bob Clark moved and Frances Jones seconded approval of the
standards with the proposed revisions. MOTION CARRIED.

FINANCIAL MATTERS

28. Status of FY 93 Budget

President Jackson asked Gene Carter to make preliminary comments on
ASCD's financial matters. He commented that the FY 94 income is
$1,440,000 higher and expenses are $1,417,000 higher than reported
in the second draft of the budget. Gene identified all items where
substantial changes had been made.

John Bralove reviewed FY 93 fiscal performance. He indicated ASCD
will not make membership projections in the budget because, while
membership is up, our accrual accounting procedures require us to
report income when it is earned (in FY 94) regardless of when it is
received. He commented that publications income will be up both
because of the quality of our products and because we are doing
more of them. On the expense side, we will be at or below budget
on nearly every item. John projected a $500,000 surplus on an
accrual basis.

Bob Garmston asked about the FY 94 "Other Publications" item,
questioning which books this includes. Ron Brandt replied that it
refers to books such as the yearbook which are not distributed to
comprehensive members. Bob also inquired about the item, "Board
Meetings and Committees," wondering if the $9000 increase is solely
for the Annual Report. Diane indicated that the increase also
includes new Board member training.
Tom Budnik asked if we will meet the $70,000 income for Brown's Directories. Frank Betts responded affirmatively if revenues from Only The Best are also included.

Tom asked if "ACE On Request" continues to be a popular service. Mikki replied that this line item in the budget actually includes all contracted activities including conflict resolution and Dimensions of Learning training.

29. Budget Overages

President Jackson presented the requested authorization of budget overages which was moved by Isa Zimmerman and seconded by Bob Garmston. Tom Budnik recalled that we had agreed we were not going to ask for budget overages. John Bralove indicated that while we strive to have no budget overages, it is a practical impossibility and that staff needed to have some flexibility in order to be responsive.

Art Steller suggested that the Executive Director should have more discretion to transfer among line items within a category. He further recommended that the staff present a recommendation to the Council regarding the processes and the change in policy which would allow for this necessary flexibility.

As a part of recommendations to be presented to Council in October, 1993, Bob Clark suggested that we include a one page recap sheet which would show income, expenses and salary items identified within a department. This was noted as another move toward a program-based budget. The question was called. MOTION PASSED.

30. Management Letter Report

President Jackson invited Gene Carter to comment on the management letter and the management audit. Gene indicated that there were parallels between the management letter and the personnel investigation. Organizational responses to these two items were described and the Council was invited to respond to the changes which have been made.

Stephanie Pace Marshall commended Gene for providing the management letter to Council. She asked that "special causes not become common practice" and that we adhere to recommended accounting practices. John Bralove suggested that we need to strike a balance between rigid adherence and good customer service.

Gene commented on the changing role of the Council as fiscal policy makers for the Association. He indicated that he and the Council agree that a management letter of this proportion is too great, that one recommendation is too many. He noted that good fiscal policy and customer service are compatible and consistent with each other.
Bob Garmston, in commenting on suggestions in item #8 of the letter, cautioned against instituting policies and procedures which might threaten trust and a positive culture in the organization. He asked whether this letter goes to the Board of Directors as is indicated in the closing paragraph. Since fiscal responsibilities rest with the Executive Council, the letter is submitted only to this body. However, it was suggested that information should be shared with the Board on efforts to improve our fiscal procedures.

31. Report on Investment Portfolio and Transfer of Operating Funds

John Bralove introduced the item by asking for formal authorization to move temporary cash funds in and out of accounts to maximize profit. Margret Montgomery moved and Isa Zimmerman seconded the motion to authorize staff to transfer excesses of cash in the operating account to temporary investment accounts that are fully insured, maximize return, and keep the excess cash as liquid as the staff deems necessary. MOTION CARRIED.

32. FY 94 Budget Transmittal to Board of Directors

Stephanie Pace Marshall asked why staff development funds are found in several different organizational and departmental accounts. Susan explained plans which are being implemented by the Staff Development Committee which aim to encourage individual, departmental and organization-wide staff development initiatives. She described several past- and projected staff development activities.

Tom Budnik asked whether moving the Affiliate Leadership Conference out of Washington would affect the fees or expenses. Susan responded affirmatively that moving out of the city would help us control costs and allow us to maintain fees at the same level (now three years in a row). The line items would, however, increase because of the larger number of participants attending ALC.

Ruud Gorter asked if the budget is aligned with the new strategic plan and questioned whether we will be able to allocate enough money to the goal areas and strategies. Gene indicated that we have budgeted fully for the Governance and Member Participation Panel recommendations and internationalization, but we need to develop strategies for each of the goal areas before we are certain how much the plan will cost. The establishment of new priorities may require us to reallocate monies and it is the staff’s responsibility to recommend these changes to the Council.

Stephanie Pace Marshall questioned the appropriateness of the $200,000 amount required to be placed in the reserve. Gene cautioned against raising the limit since we have not made this limit or projections in the last five years. Gene reminded Council that our adherence to the $200,000 dollar surplus policy had been erratic and cautioned against raising the limit.
Stephanie asked about budget note #54 which specifies an amount for an unidentified additional staff position. It was determined that this would be better labeled as "contingency".

Ed Hall requested information on the Employee Assistance Program. Margret Montgomery wondered why the program development items are footnoted rather than included in the body of the budget. John said that can be changed in the future.

Tom Budnik moved and Bob Clark seconded the transmittal of the FY 94 budget to the Board of Directors. MOTION CARRIED.

33. President's Fund and Institutional Support Fund

President Jackson announced this item would be deferred until the October Executive Council meeting.

35. Five-Year Forecast

John Bralove introduced the activity by reminding Council they had seen a version of the five-year forecast in March 1993. Frank Betts led Council through an interactive forecasting activity, using historical data from the last five years. Frank noted that staff will need to redefine the parameters of the program should Council ask to see the budget arrayed by program.

Frank noted that historical data plotted into the future gives projections. "Best guess" forecasting uses historical data but is informed by educated visions of the future. Using a send-a-problem format, the group worked with ten variables: growth of comprehensive, regular and basic memberships; dues increases for comprehensive, regular and basic memberships; non-dues income growth; actual excess (shortfall) of income over expenses; inflation rates; and amount spent for salaries and related costs. Following the activity, Council speculated on future uses of such a simulation. Reminded that the Governance and Member Participation Panel report expressed a desire to share more in-depth budget information with the Board of Directors, Art Stellar suggested that a first step might be to demonstrate the interactivity of the budget items to the Board. In subsequent years, the Board could engage in using the capability of the computer as a decision-making tool.

Frank asked what assumptions and variables Council would like to have inserted for the October Council meeting. Stephanie Pace Marshall suggested the implementation plan's strategic initiatives should be included, both the costs and timeline. Council suggested having the reserve expressed as a percentage of the budget. Art Stellar suggested renaming the inflation variable to cost-of-living or consumer-price-index. John Bralove noted that the renewal rate will be renamed net growth. Staff may also outline another category of membership. Stephanie Pace Marshall suggested staff
disaggregate the data, so grants and specific projects could be identified. Susan Nicklas suggested we attend to external constraints such as limited travel funds, etc. Staff could also disaggregate staff development and new positions. Susan also suggested staff include research and development funding with return plotted several years out.

President Jackson and the Council expressed their thanks for the simulation.

Frank Betts asked Council if staff should prepare the budget activity with program/project budgets. Tom Budnik expressed the affirmative consensus of the Council. John Bralove asked for clarification on program/project parameters. Bob Clark suggested using departments as a starting place. John Bralove agreed to bring more than one version of a program budget to the Council in October. Bob Clark suggested moving toward activity-based accounting. Gene Carter pinpointed the need to find the real cost of products, programs and services across departmental lines. Art Stellar suggested that we approach alternative budget formats as a three-year project and that we identify what a program budget is not rather than what it is. John Bralove proposed that he identify approximately twenty project areas (cost/income centers) and interview staff for estimates of time allocations. Recognizing that ASCD houses income producing, break-even and non-revenue producing activities, Sheila Wilson suggested we explicitly support the latter two when they meet a strategic goal.

36. Comprehensive Grant Information and Management System

In Helené's absence, Gene Carter and John Bralove presented a plan and budget for the grant information and management system. Art Stellar noted that while the level of detail was helpful, Council did not need this degree of detail. Bob Garmston moved and Bob Clark seconded adoption of the final plan. MOTION CARRIED. Isa Zimmerman commended the plan for its inclusion of grant information for affiliates.

President Jackson commended the Council for its attention and the officers for their support and guidance. She then moved the Council to an open agenda. Bob Garmston applauded President Jackson's management of the agenda.

Ron Brandt asked for approval to ask James Nolan (PA) to serve on the Publications Committee in lieu of Carl Glickman (GA), who had declined. The Council by consent, agreed on the approval of James Nolan.

President Jackson then led a discussion of ASCD's progress on planning for its urban initiative. She reported on a one-time advisory group meeting that included superintendents Bernard Weiss (LA) and Franklin Smith (DC); professor, Alex Molnar (WI); the
Executive Director of the Council of Great City Schools, Michael Casserly; ASCD President, Barbara Talbert Jackson; President-Elect, Arthur Steller, and ASCD staff members, Frank Betts, Ron Brandt, Gene Carter, and Helené Hodges. The group brainstormed ways ASCD could work more effectively in the urban arena, with the chief qualification being a win-win for all parties. ASCD does not want to appear in an "expert" role. Helené Hodges is developing a follow-up questionnaire for the meeting participants, preliminary to developing recommendations. Stephanie Pace Marshall asked about Urban Curriculum Leaders involvement. Gene Carter noted that the Urban Curriculum Leaders group tends to represent the deputy superintendent, other central office and school-site level positions, while the projected initiative might target superintendents and boards. Gene noted that the Urban Curriculum Leaders' Symposium in Baltimore next December will be an opportunity to gather further information. President Jackson suggested staff prepare an update for the Council's October meeting.

ADDED AGENDA ITEMS

37. Strengthening Weak Affiliates

Susan Nicklas opened the discussion by expressing her concern about affiliates who are in technical compliance but are not able to fulfill the intent of the affiliation agreement. Council members were invited to assist the AAC to address the question "What standards do we hold affiliates to?" Susan noted seven affiliates that need review. Bob Garmston suggested the applicability of the principle of "holonomy," organizations which are simultaneously independent and interdependent, and a self-assessment process for affiliates which would lead to self-renewal or disaffiliation. Bob Clark suggested a pre-affiliate status until a group had demonstrated readiness. Margret Montgomery suggested a three-year probationary period. General discussion about other possibilities, including mergers within regions, outreach teams, and other strategies followed. Caution was urged about the use of heavy-handed, top-down language in discussing this issue with affiliates.

38. Networks

Council members discussed the tension between a desire to have high quality networks, which might imply a greater degree of central control, but also maintaining autonomy and ownership by members. Susan Nicklas was asked to monitor the condition of networks and make recommendations, as she judged necessary.

39. October Executive Council Meeting Site

After discussion it was agreed that the fall Executive Council meeting would be held in Puerto Rico on October 14-18, 1993. The
first session will be held in the late afternoon on the 14th to permit travel that morning. The meeting will conclude in the early afternoon on the 18th. Susan Nicklas announced that arrangements would include site visits to local schools and educational organizations.

Bob Garmston said he would be unable to attend because he had made commitments based on the previously announced date for the Executive Council meeting in November. He asked that future meetings be scheduled as far in advance as possible and no changes be made.

Isa Zimmerman suggested a formal written report should be given to the Board of Directors or be put in the annual report on the strategy, mission, and purpose of location. Irving Ouellette moved and Sheila Wilson seconded to approve the recommended site of San Juan, Puerto Rico, and dates of October 14-18 for the meeting. MOTION CARRIED.

40. The Cawelti Lectures

President Jackson introduced this item by indicating the lecture is an opportunity for outstanding educators to be honored at Annual Conference. Council was asked to advise on the intent of the lectures. It was agreed that the purpose was to be a special event to honor a variety of people to be selected by the Conference Planning Committee and they would receive an honorarium for presenting the lecture.

The Executive Council meeting adjourned.
Executive Council Consent Agenda

The Council:

9. Adopted the implementation plan for 1993 resolutions.

12. Appointed committee members to the Transition Issues Committee: Geno Flores (CA); Doug Gruber (ONT); Maurice Howard, Chair (MD); Rodgers Lewis (NJ); Francine Mayfield (NV); Jane David (CA); Peyton Williams (GA).

16. Removed the Virgin Islands ASCD from probationary status.

18. Reviewed potential annual conference sites for 2002 and authorized the staff to seek proposals from San Antonio and Dallas.

19. Received and reviewed the 1993 Annual Conference report and evaluation.

21. Provided input on topics, issues and consultants for the 1994-95 Professional Development Institute series by completing a form and returning it to Mikki Terry.

22. Reviewed the preliminary evaluation of the 1993 Affiliate Leadership Conference.

23. Received reports on affiliate regional meetings.

25. Adopted networks policies:

509.7 All new proposals will be reviewed by the Networks Advisory Committee at its fall meeting. If the NAC decides not to sponsor a network, the network will be notified, in writing, as to the reasons why. All decisions for acceptance or rejection in the Networks Program by the Networks Advisory Committee will be final.

509.8. Networks previously approved by the Networks Advisory Committee that are deemed to be non-functioning or no longer viable by the Committee will be advised of the actions needed for continued ASCD sponsorship. Satisfactory compliance with the procedures will result in continued support. Unsatisfactory compliance will result in a withdrawal of support by the Networks Advisory Committee.

27. Received report on status of publications, including videotapes, now underway or in planning stages.

34. Received an oral report on the Character Education Partnership agreement from Gene Carter.