EXECUTIVE COUNCIL MINUTES
October 14-18, 1993
ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES
October 14-18, 1993

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

ASCD Staff: Gene Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director, Education Technology Resource Center; Ron Brandt, Executive Editor; John Bralove, Director, Administrative Services; Helené Hodges, Director, Collaborative Ventures; Susan Nicklas, Director, Field Services; Mikki Terry, Director, Professional Development; Judy Seltz, Manager, Public Information.

President Barbara Talbert Jackson called the meeting to order at the Caribe Hilton in San Juan, Puerto Rico at 8:00 a.m.

1. President’s Remarks

President Jackson opened the meeting by asking those in attendance to think of something that irritates, three reasons why it is tolerated, and what implications it might have for the teaching and learning process. Council members then shared their thoughts.

2. Approve June Minutes

Frances Jones moved and Irving Ouellette seconded the approval of the June, 1993 Executive Council minutes. MOTION CARRIED.

3. Establish Consent Agenda

President Jackson proposed a consent agenda. Tom Budnik asked how questions would be answered that were raised when Council members FAXed their opinions regarding the consent agenda. Diane Berreth responded that staff will compile answers and send them out after the meeting.

Tom Budnik moved and Sheila Wilson seconded a consent agenda of items: 5, 6, 10.1, 10.2, 10.3, 10.5, 10.6, 12, 15, 17, 18, 19, 22.1, 22.2, 22.4, and 23. MOTION CARRIED. (Later in the meeting, item 22.2 was removed from the consent agenda in relation to item 21.)

1
EXECUTIVE SESSION

By unanimous consent, the Executive Council moved into Executive Session.


President Jackson asked Gene Carter to report on personnel matters. He informed the Council that ASCD has accepted the proposed resolution of its claim with CIGNA Property and Casualty Companies resulting from losses associated with the dishonest acts of a former employee. CIGNA's total payment to ASCD is $43,127.26. ASCD's acceptance of $43,127.26 as satisfaction of its claim is without prejudice to its right to renew its claim for attorneys' fees, paid for time spent by the legal advisors in assisting the Postal Inspector and the federal prosecutors in preparing the criminal case against the party.

Gene Carter reviewed the status of the Personnel Policy and Procedures Manual which will be implemented November 1, 1993. He noted that the Human Resources Unit has conducted training on the manual's use with supervisors and managers. A copy of the Personnel Policy and Procedures Manual was circulated for review by Council.

Irving Ouellette moved and Isa Zimmerman seconded receipt of the report and requested that the Executive Director transmit copies of the new policies to Council prior to the implementation date. MOTION CARRIED.

7. Executive Director's Goals

President Jackson asked Gene Carter to review the Executive Director's goals for 1993-94. Gene referenced the 1992-93 goals as a benchmark. He distributed copies of the 1993-94 goals supplement. The supplement included elaborations and additions to several goals.

Margret Montgomery moved and Ed Hall seconded acceptance of the goals, with the 1992-93 statement and the 1993-94 supplement collapsed into one document, and commended the Executive Director for a job well done. MOTION CARRIED.

8. Guidelines for Executive Director's Evaluation

President Jackson asked Gene Carter to report on the revised guidelines to evaluate the Executive Director extracted from the Officers' Handbook. Gene responded by distributing copies of the revised guidelines. He explained that the revised guidelines represent a synthesis of the Council's recommendations regarding the evaluation of the Executive Director. A discussion ensued resulting in some minor language revisions and a clearer distinction made between policy and procedures in the guidelines.

Tom Budnik moved and Isa Zimmerman seconded adoption of the revised policy statement contained in the first paragraph of the guidelines. MOTION CARRIED.

Isa Zimmerman moved and Tom Budnik seconded adoption of the revised procedures contained in the second paragraph of the guidelines. MOTION CARRIED.
9. Long-Range Space Planning

Gene Carter reported on long-range space planning activities. He emphasized that these activities are exploratory. The Council instructed the Executive Director to proceed with these planning explorations and to prepare a status report for further discussion at the Council's March pre-Annual Conference meeting.

Margret Montgomery moved and Sheila Wilson seconded receipt of the report. MOTION CARRIED.

Frances Jones moved and Bob Clark seconded ending the Executive Session. MOTION CARRIED.

10.4 Report on Internationalization

Susan Nicklas described staff progress on the internationalization activities and noted that at the November CIDREE meeting (to be held in Spain), ASCD's potential membership as an affiliate will be discussed.

Susan continued the discussion by drawing the Executive Council's attention to the structure study and elaborated on the distinctions among the three models. Stephanie Pace Marshall requested a timeline for the implementation of each of the three models and noted that the Executive Council would like input into the final model that is adopted. Susan suggested that by March, 1994 a fuller framework would be available for further discussion and noted that we would have nothing definite until next summer.

Ron Brandt reviewed some possible approaches to providing more coverage of educational developments outside the United States, including the possibility of an international version of Educational Leadership. He said that because of the growing interest in international communication, ASCD probably needs to make a decision reasonably soon about how to proceed. Ruud Gorter suggested that several European groups might collaborate to develop a new journal similar to Educational Leadership that would focus on European or international education.

Frances Jones moved and Edward Hall seconded receipt of the report. MOTION CARRIED.

11. Approval of Affiliate Policies

Frances Jones opened the discussion by asking Susan Nicklas when disaffiliation occurs? Susan responded by noting that the Field Services Department works quite closely with all affiliates to ensure that this is not the case (although for various, valid reasons affiliates do become "disaffiliated"). Toward preventing this situation, Susan suggested that affiliate policies were developed to: a) strengthen affiliates; b) respond to affiliate needs; and c) leverage our collective strength (between ASCD and the local affiliates).
Tom Budnik moved and Isa Zimmerman seconded approval of the two new affiliate policies:

503.1.7 Each affiliate will submit to ASCD, at least once every five years, a strategic plan containing goals which are compatible with ASCD’s strategic goals and an implementation plan based on the affiliate’s needs. Such a plan should include specific actions, timelines, and evaluation processes.

503.1.8 Each affiliate will submit to ASCD, at least once every five years, a multi-year plan for achieving desired levels of diversity in membership, programs, and governance. This plan should include: a) strategies for gathering data on the current diversity status of membership and governance; b) goals for each factor related to diversity; c) timelines and specific plans for recruiting underrepresented members.

13. Proposed Goal Action Plans

After clarifying the revised agenda, Gene Carter gave an overview of the process of developing goals and strategies, referring to the intensity of the effort and depth of involvement by the staff and Executive Team. He noted areas of intentional overlap between strategies and the limitations of the financial projections after FY94. Gene shared seven criteria adapted from the work of William Cook for evaluating strategies:

1. Strategies are what makes the plan strategic.
2. Strategies are the articulation of bold commitments to deploy our resources toward the stated objectives.
3. A strategy is not a strategy unless it represents a significant investment toward an expected significant return.
4. Essentially, the strategy tells how the organization will accomplish its objectives, therefore realizing its mission.
5. Strategy statements to be manageable and also to allow for potential flexibility as they are translated into action must be conceptualized and stated in rather broad terms.
6. Over specificity or narrow focus reduces the statements to no more than routine operational details and therefore robs the plan of its authority to establish long term positioning for ASCD.
7. Only to the degree that the strategies possess inherent power to move ASCD along to its predetermined objectives will the organization enjoy control over its own destiny.

Diane Berreth continued the discussion by asking the Council for suggestions for the most compelling concepts from the previously brainstormed list and Council members offered suggestions. She then led an activity to determine the extent to which the goals encompass the concepts. Council members discussed the goals and concepts. Isa Zimmerman noted that with the inclusion of the mission statement, the goals are congruent and appear to encompass the important concepts. Then Diane introduced a small group activity to review the strategies for each goal and the three sub-groups reported on their activity. Each group also gave several suggestions for modifying specific strategies.
Discussion then focused on how to bring power and passion to the strategy statements. The Executive Council agreed to continue the group discussion with the intention of reaching the following outcomes:

1. Revised or modified strategies, with comments, as appropriate; goals, goal elaborations, and activities by Monday noon.

2. Establish responsibilities and development work for staff and Council to be completed between now and March 1994.

3. Establish a process for ongoing constituent involvement in strategic planning - metaphorically, "getting them to sign the covenant."

GROUP REPORTS

Goal 1: The group proposed that the goal and strategies be revised as follows:

Goal 1: By the year 2001, ASCD will mobilize resources to ensure that schools serving children of the poor have access and appropriate opportunity to widely use and effectively implement our programs, products, and services.

Strategy 1: Advocate good schooling for children of the poor.

Strategy 2: Use talent, commitment, and energy of our members to positively impact schooling of children of the poor.

Strategy 3: Champion increased financial support of strategies resulting in high achievement for children of the poor. (Elevated from activity to strategy)

Strategy 4: Support, recruit, and retain the "best and the brightest" as personnel in schools serving children of the poor.

Strategy 5: Identify, develop, and support programs which target young children of poverty.

Strategy 6: Enlist practitioners serving children of the poor as active participants in ASCD.

Notes:

Strategy #1: From original wording of Strategy #1, coordinated and sustained initiatives, as well as alliances and collaborations become activities to achieve Strategy 1.

Old Strategy #2: (Enhance capacity of districts and schools to systematically and effectively meet the learning needs of children of poverty.) Activities should be
re-written to focus on action research, pilot programs, resources, and professional development. Consider moving the strategy to Goal #4.

Old Strategy #3: (Promote collaboration across disciplines, agencies, and programs within school systems that provide multidisciplinary/multi-agency services at school sites.) Move these activities to Strategy #1.

Old Strategy #5: (Create a cross-departmental standing project team to oversee implementation of the children of poverty goal.) This strategy has been deleted, with direction that a management plan be developed that includes communication, marketing, and evaluating progress toward all strategic goals.

Goal 2: The group proposed changes in the wording for some of the strategies, as follows:

Strategy 1: Publicly promote ASCD, its mission, goals, and beliefs.

Strategy 2: Position ASCD as a recognized and valued leading authority on educational issues.

Strategy 3: Analyze, synthesize, and deliver concise, quality information to policymakers.

Strategy 4: No change.

Strategy 5: Identify and advocate positions on significant issues of teaching and learning.

Strategy 6: Create and pursue opportunities to influence current and new ASCD constituents.

Strategy 7: Create and pursue opportunities to collaborate with other organizations for the improvement of good learning and teaching.

Goal 3: The group proposed that there be no change in the wording of the goal. A re-wording of the strategies was proposed as follows:

1. Revive the capacity of every ASCD staff member to advocate for diversity.

2. Instill (build) in every ASCD member a passionate commitment to diversity.

3. Lead a crusade to influence those who do not yet share ASCD’s values for diversity.

Old strategies 6, 2 and 11 were judged to be in place and ongoing, so could be dropped.

Old strategies 4, 1, 10, 3, and 5 should be incorporated under new strategy 1.
Old strategy 8 replaced by new strategy 2.

Old strategies 7, 8 and 9 incorporated under new strategy 3.

President Jackson asked that in considering the recommended changes, staff pay attention to the criteria for maintaining the passion in the strategy statements.

**Goal 4:** The following revision to the strategies was proposed:

**Strategy 1:** Construct a state-of-the-art knowledge base of factors which affect schools' capacity for change. (Incorporate NOTE from old Strategy 1 and specific factors including costs in activities).

**Strategy 2:** Establish collaborative relationships with associations, institutions, and agencies which share the values expressed in the goal.

**Strategy 3:** Encourage and assist schools and districts in planning and implementing and institutionalizing meaningful instructional innovations. (Old #2)

**Strategy 4:** Influence decision-makers who advocate or block important educational change. (Old #3)

**Strategy 5:** Engage members, other individuals, institutions, and communities in self-renewal for systemic educational change. (Old #4; networking for old #5 should become an activity; create a communication system should be an activity).

**Strategy 6:** Support exemplary models of school change and devise methods of diffusion. (Old #5; move old #4 activities to this strategy.)

**Goal 5:** The group suggested the following modifications:

**Strategy 1:** Organize ASCD to encourage flexibility among work units and fluidity of staff roles.

**Strategy 2:** Exhibit an organizational culture that elicits commitment, creativity, and involvement by staff and members to the mission, goals, and beliefs of ASCD.

**Strategy 3:** Include old strategy 3 and all activities under strategy 2 or other strategies, as appropriate.

**Strategy 3:** Continually improve processes and structures within ASCD headquarters that encourage and support shared decision making (SDM) and open communication.
Strategy 4: Fully implement compensation and appraisal systems which attract and retain highly qualified individuals and seek to encourage dedication and commitment to organizational goals.

Strategy 5: Establish processes to assure quality of products, services, and communication internally and externally.

Strategy 6: Develop financial decision making processes that support ASCD as a learning organization.

Strategy 7: Continually improve processes and structures with ASCD governance, affiliate, and advisory groups to reflect the principles of a learning organization.

Suggestions for the elaboration are that it should reflect all of ASCD, internal headquarters staff, governance groups, advisory groups, and affiliates. This might be done by pulling "itself" to elaborate upon separately.

Stephanie Pace Marshall suggested the possibility of developing "enabling strategies," such as marketing, monitoring, communication, relationship building, management planning, which are needed to enact all of the goals. ASCD should consider having these enabling strategies under one umbrella rather than being expressed separately under each goal.

**Goal 6:** Sheila Wilson reported the following recommendations from the group:

**Strategy 1:** No change; add assessment activities, activities such as focus groups, identify who will be asked for input. Council members of the goal group wish to be involved in the review process.

**Strategy 2, 3, 4, & 5:** No change.

**Strategy 6:** Target specific areas of strategic interest to ASCD and its membership, devote resources to that area, and coordinate international activities throughout the organization.

**Strategy 7:** Make access to information and participation in governance comparable for international and U.S. members.

**Strategy 8:** Develop a communications and marketing structure which is specifically designed to attract international members.

**Strategy 9 & 10:** No change.

President Jackson called for a motion to approve the proposed revision to the strategies and refer them to staff for clean-up of the technical language.
Isa Zimmerman moved and Irving Ouellette seconded approval of the proposed revisions. MOTION CARRIED.

Diane continued the discussion of Outcome #2, establish responsibilities and development work for staff and Council to be completed between now and March 1994.

Stephanie Pace Marshall urged retention of flexibility in activity development and assigning staff as resource persons and shepherds for every strategy to facilitate and help maintain an organic (growing) process without making it become too linear.

The Executive Council agreed by common consent to have a letter prepared by the officers to be sent to the staff commending them for their efforts, expressing appreciation, and encouraging them to continue with this important work.

Irving Ouellette and Margret Montgomery commented on the importance of including the concepts in the narrative portion of the strategic plan. Susan Nicklas suggested that staff be encouraged to continue the work and report in March. Irving Ouellette urged that attention be given to ways in which Executive Council members can continue to be included in the plan refinement process. Ron Brandt suggested that we consider opportunities for using technology. Frank Betts circulated a request to Council members to provide Internet or e-mail addresses, and to express a preference for receiving updates by mail, fax, or e-mail. The discussion then expanded to include processes for ongoing constituent involvement.

Suggested activities were:

1. Continuing the work of the internal goal groups.

2. Successive iterations of the plan should be shared with the Council members who participated in the goal reviews.

3. Opportunities for additional review can be sought at regional meetings and commissioners' meetings, with affiliate presidents and executive secretaries.


In response to a question about the role of Executive Council members at the Annual Conference in March, Judy Seltz said members of the Transition Issues Committee (which replaces the former Resolutions Committee) will conduct the three "town meetings" to be held at the Conference. Board members will be asked to attend at least one of the meetings in preparation for the session on Monday afternoon at which they are to adopt positions on the issues.

16. 1995 Annual Conference Theme and Strands

Frances Jones moved and Bob Clark seconded approval of the theme ("The Mind's Wealth: Promise of a Golden Harvest") and strands proposed by the committee. MOTION CARRIED.
20. Status of ASCD Specialty Area - Standards for NCATE

Gene Carter introduced the topic and asked Susan Nicklas to provide background information. Susan reminded the Council that they had received the full proposal to NCATE’s Specialty Area Studies Board under separate cover and that copies of Gene’s presentation to the Board had been distributed in Thursday evening’s materials. Susan recapped the evolution of the proposed standards, including ASCD’s use of a constituency-based process and Executive Council’s examination of the draft standards (March ’93) and approval of the final version of the standards (June ’93). Susan briefed Council on the objections that have been raised by the principals’ associations.

Susan characterized the responses to the proposed standards by the state boards of education and other constituent groups as follows:

1. The content of the proposed standards was viewed in highly positive terms, specifically the integrated nature of the content;
2. The portfolio process matched what several leading institutions are already doing, but raised concerns among the Specialty Area Studies Board that the process itself might be cumbersome;
3. The right of ASCD to offer educational leadership standards was contested by organizations representing specific job categories --- namely principals --- who contend that ASCD is a curriculum and supervision organization rather than an administrator organization.

The last concern is what led the NCATE Specialty Area Studies Board to table the proposed standards and to ask ASCD to collaborate on developing a joint set of standards under the aegis of the National Policy Board for Educational Administration (with ASCD, NAESP, NASSP and AASA as constituent members). Should the collaboration prove unsuccessful, ASCD was invited to resubmit the proposed standards in the fall of 1994.

Gene Carter commented that his presentation to the Specialty Area Studies Board had included numbers and composition of our membership, noting that ASCD has more principals as members than either NAESP or NASSP. Gene also shared the National Policy Board’s budget, which is both heavily grant funded and voluntary in membership.

Gene reiterated Susan’s concerns about NCATE’s lack of understanding of the portfolio process and the inconsistency of NCATE’s posture supporting bold, outcomes-driven standards. He invited the Council to consider four options:

Option 1: ASCD could collaborate over the next year with the other administrator organizations.
Option 2: ASCD could elect not to collaborate, but maintain involvement with NCATE.
Option 3: ASCD could drop membership in NCATE.
Option 4: ASCD could publish its standards, conduct reviews of administrator preparation programs, and officially recognize programs which meet these standards. This activity would be carried out independent of NCATE.
The Council expressed many concerns during a discussion. Frances Jones then proposed adoption of Option 4, saying it allowed ASCD to draw upon the strength of our membership. Stephanie Pace Marshall asked ASCD to consider a combination of options. Diane Berreth proposed we consider Option 1 but plan to publish the standards after some efforts at collaboration.

Gene Carter stated that we have far more to lose than to gain by not attempting the collaboration. We need to consider the long-term implications of not collaborating. He suggested that, in the spirit of compromise, we accept the invitation to come to the table. We could define a period of time in which to assess the commitment of others. Simultaneously we could prepare to publish a summary of our standards. Gene believes this would fulfill our obligation to our membership. He then asked if there was consensus that ASCD collaborate, and reiterated his proposal: go to the table as invited; after 90-120 days, assess commitment; simultaneously prepare to publish a summary of the standards and a commentary. This would mean ASCD would be operating independent of NPBEA’s August agreement that, if groups collaborate, they are committed to agreement.

Bob Clark moved and Margret Montgomery seconded that we collaborate strategically and in good faith with NCATE toward a common set of administrator goals and that, in the meantime, we prepare a report to the membership. The Executive Council should revisit the status of this effort in March 1994. MOTION CARRIED.

Stephanie Pace Marshall asked that the Council be kept apprised of progress on this issue. The Council expressed a willingness to let staff determine whether the collaboration was proceeding in good faith rather than being bound by stringent dates.

Irving Ouellette moved and Frances Jones and Tom Budnik seconded that ASCD invite Art Wise to return to the Council for further discussion. MOTION CARRIED.

21. ASCD Urban Education Advisory Board

Helené Hodges gave a brief background on the history of our urban initiatives, noting that the strategic goal on "educating children of the poor" was a significant force in this area. She described the composition of the Urban Education Advisory Board and identified those appointments which are confirmed and those which are pending.

Ruud Gorter questioned the lack of representation from the international community and requested that the Council reconsider appointing Peter Mortimer of the United Kingdom. Gene Carter explained that the design of this board was to focus on U.S. based issues.

Irving Ouellette moved and Ruud Gorter seconded approval of the concept of the Urban Education Advisory Board. MOTION CARRIED.

Ruud Gorter moved and Stephanie Pace Marshall seconded approval of the proposed composition of the committee with the addition of Peter Mortimer of the United Kingdom or someone of similar international stature. Sentiments were expressed of a desire to: a) represent rural and suburban interests; b) achieve better geographic representation, particularly from the southern
U.S.; and c) develop a coordinated, rather than fragmented, effort of our urban activities. MOTION CARRIED.

Bob Clark requested that the staff examine our committee appointment and description process to avoid this occurrence in the future. A report will be presented in March.

Helené Hodges requested an additional $22,500 to cover additional Board costs and it was decided to discuss this with the budget items.

Ruud Gorter moved and Frances Jones seconded taking agenda Item 22.2 off of the consent agenda. MOTION CARRIED.

22.2 1994 Budget Report

Gene Carter gave background information on the budget report, indicating that ASCD expects the auditor's report on November 1st. He alerted the Council to the expected arrival of a management letter which the auditor will send as a matter of normal business. He noted a significant membership increase of 16.2% between 1992-93 and 1993-94 membership numbers. John Bralove commented that the FY94 budget and all future budgets will be on an accrual basis.

Helené Hodges then returned to the discussion regarding additional needed funds for the Urban Education Advisory Committee.

Irving Ouellette moved and Margret Montgomery seconded approval of reallocation of resources to the Urban Education Advisory Committee. MOTION CARRIED.

22.3 ASCD Investment Portfolio and
22.5 Status of Management Letter Items

These items were addressed in Gene Carter's opening comments and required no further comments.

24. Five-year Budget Projections

John Bralove presented two models for a five-year budget projection, including the assumptions and implications for both. He emphasized the role of a dues increase. Model I would require a dues increase in FY96, and every year thereafter. Model II would require only one dues increase, to occur in FY97. Art Steller asked whether the models factored in a reserve. They do not currently, but John reported that he will update the projections regularly with more precise information, including reserves, strategic plan initiatives, and costs for additional headquarters space.

Art Steller also requested that the Executive Council reconsider the reserve fund requirement at an upcoming meeting, in keeping with the increases in the ASCD budget over time. Stephanie Pace Marshall commented that the costs of the strategic plan will become infused into the organization's work over time, and will be seen less and less as an additional budget item.
25. Alternative Scenarios for Program Budget

John Bralove presented two scenarios for program budgeting from FY91 through FY93 (estimated). One scenario featured costs of salary and fringes by unit, the other labor, fringes, direct expenses, and overhead by unit. John explained the difficulty of determining the profit-making status of units, as not all units are designed to make a profit. John added that he can provide comparisons between ASCD and other non-profit organizations when the Council next meets. Stephanie Pace Marshall stated that the purpose of the initial effort was to determine the extent to which revenues and resources are aligned with ASCD’s priorities. Art Steller commented on the tremendous progress that had been made with program budgeting and added that the next stage will be the addition of new initiatives and the strategic plan.

26. Executive Council Calendar

Ruud Gorter moved and Isa Zimmerman seconded the adoption of the proposed sites through 1997 with the exception of the October, 1995 and October, 1997 sites, which are to be left open pending provision of further information. MOTION CARRIED.

Tom Budnik moved and Isa Zimmerman seconded the adoption of the proposed July dates for the Executive Council’s meetings, 1995-1997. MOTION CARRIED.

Isa Zimmerman moved and Ed Hall seconded the adoption of the proposed October dates for the Executive Council meeting, 1995-1997, with the October, 1995 date to be held in abeyance pending investigation of the availability of school visits with students in attendance. MOTION CARRIED.

Bob Clark discussed the importance of communicating the benefits of the Executive Council’s international meetings to the membership through several means including Affiliate Action, commentary by the international affiliates, etc. President Jackson discussed the possibility of opening the trips to the membership in the future.

Isa Zimmerman moved and Tom Budnik seconded the approval of the recommended Executive Council meeting dates and sites, 1994-1997, leaving the date and site of the October, 1994 meeting in abeyance until further information is available. MOTION CARRIED.

Executive Council Calendar

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<td>June 23-25, 1994</td>
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<td>October 20-22, 1994</td>
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1995

March 23, 1995  San Francisco, CA
March 28, 1995  San Francisco, CA
July 20-22, 1995 Alexandria, VA
October 26-28, 1995 TO BE DETERMINED

1996

March 7, 1996  New Orleans, LA
March 12, 1996 New Orleans, LA
July 18-20, 1996 Alexandria, VA
October 24-26, 1996 Singapore

1997

March 20, 1997 Baltimore, MD
March 25, 1997 Baltimore, MD
July 17-19, 1997 Alexandria, VA
October 23-25, 1997 TO BE DETERMINED

ADDED AGENDA ITEMS

27. Proposed President-Elect's Budget

President-Elect Art Steller presented a proposed three year budget for the president’s fund and institutional support. Frances Jones moved and Ruud Gorter seconded adoption of the proposed President-Elect’s budget. MOTION CARRIED.

28. International Executive Council Representative

President Jackson spoke to the importance of continued input of international perspectives to the Executive Council, given that there are no international candidates for office in our current election. The staff was asked to compile draft criteria for the possible appointment of an international representative to the Executive Council. These criteria will be reviewed and modified by the Executive Council in preparation for a possible appointment at the Council’s March, 1994 meeting.

Adjournment

President Jackson thanked Gene Carter and the ASCD staff for continued outstanding work. Tom Budnik moved and Ruud Gorter seconded the adjournment of the meeting. MOTION CARRIED.
Executive Council Consent Agenda

The Council:

5. Reviewed the status report on diversity and balance among the ASCD staff.

6. Received the report on the salary study.

10.1 Received the Affiliate Advisory Committee meeting report.

10.2 Was informed of the Affiliate Excellence Award Selection Committee deliberations.

10.3 Received the Networks Advisory Committee report and meeting summary.

10.5 Received the report of Review Council activities.

10.6 Received a progress report of the Constitutional Review Committee and the amendment process.

12. Received information in preparation for written recommendations for nominations to fill committee vacancies.

15. Approved San Antonio as the central site for the 2002 Annual Conference.

17. Approved 1994-95 Professional Development Institute schedule.

18. Received report on Brown's Directories and Only the Best.

19. Received the Status of Publications report and provided feedback on the proposed Educational Leadership themes.

22.1 Reviewed and discussed the FY93 Actual (Estimated) compared to the FY93 budget.

22.4 Received status report on Cameron Street property.

23. Adopted proposed policies regarding budget overages.

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