EXECUTIVE COUNCIL

MINUTES

June 24-25, 1994
ATTENDING

Executive Council
Arthur Steller, President; Charles Patterson, President-Elect; Barbara Talbert Jackson, Immediate Past President; Jan Adkisson (VA), Thomas Budnik (IA), Robert Clark (GA), Ramon Claudio Tirado (PR), Edward Hall (AL), Frances Jones (NC), Margret Montgomery (TX), David Rainey (AR), Isa Kaftal Zimmerman (MA).

ASCD Staff
Gene Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director of Education & Technology Resource Center; Ronald Brandt, Executive Editor; John Bralove, Director of Administrative Services; Helen Hodges, Director of Collaborative Ventures; Susan Nicklas, Director of Field Services; Michelle Terry, Director of Professional Development, Jan McCool, Administrative Assistant; Maritza Bourque, Administrative Assistant, Becky DeRigge, Executive Assistant.

CALL TO ORDER
President Arthur Steller called the meeting to order at the Sheraton Suites in Alexandria, Virginia, at 8:30 a.m.

1. President's Remarks
President Arthur Steller welcomed everyone to the Executive Council meeting. He noted that Brenda Benson-Burrell would not be in attendance as she was in Brazil; he asked Gene Carter to expand on her trip during his opening remarks. Chuck Schwahn was at the Thursday, June 23 new Executive Council member orientation but would not be attending the remainder of the Council meeting due to his daughter's wedding.

Although the agenda is full, President Steller said that the Council goal should be to adjourn Saturday on schedule, keeping in mind that the meeting should be productive, a learning experience and be a benefit to ASCD.

Gene Carter welcomed everyone. He reported that Brenda is one of several people participating in a Fulbright trip to Brazil. Her research design and follow up will closely parallel ASCD's strategic goals (particularly goal 1). She plans to share her findings with the Council.
Gene introduced the support staff attending the meeting: Maritza Bourque, Administrative Assistant; Becky DeRigge, the new Executive Assistant, and Jan McCool, Administrative Assistant, all of the Executive Department. Jan will be recording the minutes of the two-day meeting, and John Bralove will be tape recording the proceedings. Gene noted that we are still exploring means to expedite the minutes, (e.g., using a lap top computer). He will be reporting on this in the future.

2. Approval of March Minutes
The March 1994 Executive Council minutes were approved under the consent agenda. MOTION CARRIED.

3. Establishment of Consent Agenda
President Steller led the discussion to finalize the consent agenda. He began by reviewing the memo from the officers that was distributed to Council members the evening before. Tom Budnik asked whether the asterisked items that were identified as "opinions on these items were divided" should be left on or taken off the consent agenda. Discussion followed. The following agenda items were taken off of the proposed consent agenda: 25, 28, 29 and 32.

At this point, it was noted by several Council members that they were very appreciative of the staff's calling Council members who had questions about agenda items. It was a good process and most helpful.

Charles Patterson moved, and Barbara Talbert Jackson seconded, that the consent agenda include items: 2, 8, 9, 10, 14, 17, 18, 19, 20, 21, 22, 23, 26, 27, 31, 47 and 48. MOTION CARRIED.

EXECUTIVE SESSION
By unanimous consent, the Executive Council moved into the Executive Session. MOTION CARRIED.

4. Performance of Executive Director
The annual evaluation of the Executive Director was discussed. Members of the Executive Council reviewed the evaluation document, which was prepared by Immediate Past President Barbara Talbert Jackson and consisted of the responses of members of the Council at the March 1994 meeting in Chicago. Barbara Jackson stated that she had attempted to capture the thoughts of the Council which had been expressed.

Barbara Jackson moved, and Edward Hall seconded, approval of substitute wording for Section III of the evaluation document. MOTION CARRIED.
The Council commended Executive Director Gene Carter for his outstanding performance and voiced strong support for his continued leadership.

5. **Executive Director's Goals**
   Gene Carter highlighted the changes he had made in the goals document and spoke of the special importance of Goal 1.1: Support and implement ASCD's strategic plan. A lengthy discussion took place in regard to Goal 2: Develop a structure to influence education policy. He described his perspective on "influence" and spoke of the importance of ASCD being a participant and playing a role in meetings and discussions relating to those topics and issues which are of interest to ASCD. The need for ASCD to be "visible" is very important. Additional discussion of the goals ensued.

   Barbara Jackson moved, and Isa Zimmerman seconded, adoption of the Executive Director's goals for 1994-95 as presented to the Council in revised form. MOTION CARRIED.

6. **Salary Plan for FY 95**
7. **Personnel Matters--Compensation and Appraisal Study**
   Gene Carter presented an overview of his recommendations and described the progress that had been made in regard to the compensation and appraisal study. He reminded members of the Council of the work of Hay Management Consultants, the firm conducting the compensation and appraisal study. Information on this study is contained in item 7, Status Report on Compensation and Appraisal Study.

   He noted that the proposed budget reflects a 5 percent overall salary increase for ASCD staff with a 3.5 to 7 percent span as determined by longevity and other factors. He stated that the budget reflects a 15 percent increase in hospitalization benefits and also contains funds for enhanced professional development opportunities for staff.

   Gene Carter proposed that all directors' positions be positioned at pay grade 11. Such action would result in Frank Betts, Helené Hodges and Susan Nicklas being moved from pay grade 10 to pay grade 11.

   Tom Budnik moved, and Margret Montgomery seconded, approval of items 6 and 7, including the Executive Director's proposal to move directors Betts, Hodges and Nicklas to pay grade 11. MOTION CARRIED.

   Following Council discussion regarding the Executive Director's salary and benefits package, Tom Budnik moved, and Charles Patterson seconded, to increase the annual base salary of the Executive Director to $170,000 and to increase the annual travel allowance to $3,000 effective July 1, 1994. MOTION CARRIED.
Upon completion of the Executive Session agenda items, Frances Jones moved, and Isa Zimmerman seconded, to adjourn the Executive Session. MOTION CARRIED.

8. **Long-Range Space Planning**
   The status report on long-range space planning was received under the consent agenda. MOTION CARRIED.

9. **Sexual Harassment Policies**
   The information on sexual harassment policies was received under the consent agenda. MOTION CARRIED.

ASSOCIATION ORGANIZATION AND GOVERNANCE

10. **Schedule of Reports to the Executive Council**
    The proposed schedule of reports to the Executive Council was adopted under the consent agenda. MOTION CARRIED.

11. **Appointment of Two Members to the ASCD Issues Committee**
    Charles Patterson moved, and Barbara Jackson seconded, approval of the appointments of Terry Astuto and Warren Solomon to the Issues Committee. MOTION CARRIED.

12. **Joint Executive Council/Strategic Priorities Group (SPG) Meeting**
    Diane Berreth welcomed everyone to the joint meeting. She reminded the group that the SPG advises the Executive Director on strategic plan priorities and meets every 2-3 weeks. Quite a few recommendations have been made to Gene and have been accepted. Today’s joint meeting was to work on developing a vision statement for the Association. As process observer, Mikki Terry looked for tone, maximum participation, creativity and closure on ideas.

    After a warm-up activity conducted by Agnes Crawford, Diane Berreth led an activity to develop a draft vision statement. Envelopes with a statement of each goal with a set of five directions were placed on each table. Each group was asked "What would ASCD, the affiliates and our membership look like in six years?" Each group was asked to develop a "picture" and a narrative on a flipchart. With the task completed, each group had one representative that remained with the flipchart and the rest of the participants rotated around the room in their respective small groups to here the representatives describe their vision.

    Jayne Osgood then led the task of identifying potential challenges to realizing visions. They included:

    1. Found or created the resources.
    2. Chose the technology wisely.
3. Actually reached consensus on everything.
4. Overcame the obstacles in becoming a truly international organization.
5. Designed a structure that was flexible.
6. Learned how to listen to and respect each other.
7. Forged critical collaborations with like-minded organizations and with nonlike-minded organizations.
8. Overcame barriers of communication.
9. Were recognized as the authorities of education.
10. Listened to and responded to our customers.
11. Our affiliates are a locus of change.
12. No longer a need for ASCD.
13. Collaborative decision-making.
15. Members wake each day with a sense of possibility.
16. All children are healthy and learning.
17. Used our resources wisely.
18. Serve a diverse, worldwide membership.
20. Served as a catalyst which broke the back/grip of poverty.
21. Working in a reciprocal relationship with urban centers.
22. Graduates are successful.
23. Made good investments.
24. NCATE said yes.
25. Rural, too.
26. Each school developed to maximum capacity.
27. Sold Cameron Street property.
28. ASCD is a household word.
29. We eliminated inequity.

Comments, concerns, responses and next steps
Gene Carter noted that a good, strong vision statement is imperative to guide ASCD into the future. We must distinguish the vision statement from the mission statement. People who are driven by a clear vision statement make sound decisions. A vision statement isn't etched in stone; it must be dynamic, flexible and deal with a desirable future. A vision statement subgroup of the SPG is in place. The subgroup will build on the work of this joint meeting to develop draft vision statements. The SPG and Executive Council will continue to work together as a team. The Executive Council will receive a draft vision statement at the October meeting.

Process observations
As process observer, Mikki Terry noted that there was energetic participation, everyone felt comfortable and was highly creative, and that it was helpful for Gene Carter to recap.
Tom Budnik moved, and Frances Jones seconded, adoption of the action plans for the 1994 ASCD positions and the proposed implementation plan for the OBE position. MOTION CARRIED.

14. **Progress Report on Governance Panel Implementation Team**
The progress report on the Governance Panel Implementation Team was received under the consent agenda. MOTION CARRIED.

15. **Executive Council Handbook**
President-Elect Charles Patterson led the discussion about an Executive Council Handbook. He questioned whether there should be an emphasis on those Executive Council members elected by the Board of Directors and those elected by the membership and whether there should be guidelines on confidentiality. The Council meeting agendas are the Council’s agenda and not the staff’s agenda; what should the process be for Council members placing items on the agenda? The Council handbook will be more comprehensive than the handbook for the Board of Directors.

At this point, Charles referred to the facsimile that was sent to Council members prior to the meeting regarding suggestions for the handbook. Charles said that any or all of the headings in the document can be changed; under the section of ASCD staff, the major responsibilities of departments should be included, as well as staff telephone extensions; that the roles of the officers should be stated with respect to staff committees; the "expectations" section of the document is a critical area to include in the handbook—we need to be specific and exhaustive; most believe that the Executive Council should have more involvement in the Association.

Tom Budnik suggested that it might be helpful to include a page in the handbook for new Council members that would review all of the major actions of the Council in the last year. He noted that this information could also be included in the new Executive Council orientation, or the Council members could be provided with minutes from the previous year. Other comments included: conduct the new Council orientation at the Annual Conference with the President-Elect; the responsibility of preparing for the Council meetings is very important; we need a protocol for what to do when you cannot attend a Council meeting.

Charles asked that if anyone has guidelines to share on being a good Council member, they should be forwarded to him. It was suggested that using the Field Services publication *How to be an Effective Affiliate Board Member* would be helpful.
Under the category of communication and relationships, both categories need to be spelled out to have clear lines of communication. Gene Carter noted that he would like to be copied on documents to staff where follow through is requested when they are related to Executive Council or to a larger Association issue.

Participation in annual Board meetings was clarified for the last meeting in Chicago, but it needs to be defined in the handbook. The responsibilities section needs to be fleshed out. Responsibilities at the Annual Conference need to be spelled out in details, i.e., meetings, panels, receptions, etc.

Bob Clark suggested that a self-evaluation of how we interact with each other, treat each other, etc. needs to be included in the handbook. He also suggested that Council members should all have a copy of the ASCD Policies and Procedures. Gene Carter noted that the policies and procedures, and their proposed changes, will be discussed at the October Council meeting. Art Steller discussed the officers' kit and its relevance to the Council handbook.

Charles closed the discussion by asking that any additional suggestions be sent to any one of the handbook subgroup of Charles Patterson, Isa Zimmerman and Bob Clark, and they will work with the staff on finalizing the document. The subgroup will provide the Council members with drafts and produce a final draft for the October meeting.

Tom Budnik moved, and Frances Jones seconded, to accept the proposed input on the Executive Council Handbook. MOTION CARRIED.

16. Increased Executive Council Involvement
Art Steller noted that this agenda item is a continuation of item 15. How can we increase Executive Council involvement so that Council experience is meaningful? Art referenced a June 22 memorandum from Gene Carter regarding increased involvement of the Executive Council. Under the section of additional activities, Gene added the following four suggestions to the current list of 6:

7. Create a technology plan for ASCD, which might have opportunities for participation.

8. Attracting candidates for office. Maybe Council members could contact affiliate presidents about nominating candidates for office.

9. How can we ensure the collection of demographic data? The Executive Council might work with Field Services to improve the process.

Frances Jones suggested that there be an opportunity for members who attend the Annual Conference to meet with members of the Executive Council—something like the Review Council open hearing. Tom Budnik suggested that something might be arranged at the Board of Directors’ meeting. Barbara Jackson questioned whether an open meeting would be appropriate for discussing the Council’s purpose. Susan Nicklas noted that Frances’ suggestion could be incorporated into the Affiliate Advisory Committee giving funds to nonaffiliate members.

Bob Clark said that 4—Create potential working groups with staff on issues such as finance and poverty is what the Council is all about. Ramon Claudio noted that the responsibility and scope of the Executive Council is great. He would like to see a yearly plan of work outlined so that the wholeness of the task can be realized. Art Steller felt that Ramon's suggestion was related to Bob's earlier suggestion of having an Executive Council self-evaluation. Barbara Jackson noted that the group hasn't even touched on the strategic plan that has been developed, which should drive what we are about as a Council. David Rainey feels that the Council has an opportunity to look at the actions of the organization and their consistency with the strategic plan. Diane Berreth asked what kind of process would best allow the Council to monitor the plan. Isa Zimmerman would like the Council to be careful to not belittle the work that is being quietly done. Bob Clark suggested that the Council could look at about four tasks in the plan so that it isn't too overwhelming. Gene Carter noted that Isa captured his thought that agenda items be related to the strategic plan, which will drive the work of the Council. It needs to be the "Bible of what we are about." It was suggested that the strategic plan could be cited for each Council agenda item.

It was agreed to establish working groups that Council members could volunteer to work on. Isa Zimmerman moved, and Bob Clark seconded, to appoint the following Council members to the following working groups. MOTION CARRIED.

1. **Technology Plan**  
   Isa Zimmerman, Margret Montgomery and David Rainey with Frank Betts as the staff liaison. Gene noted that five staff have been assembled to date, and they are currently brainstorming what other staff should be involved and what people from outside the organization. The next meeting is July 19. This would be a basic correspondence meeting using a conference call to share information, although it may be necessary for the Council members to be at headquarters for one meeting. A draft plan will be submitted to the Council next March.

2. **Nominations**  
   Ed Hall, Jan Adkisson, and Barbara Jackson with Diane Berreth as the staff liaison.
3. **Demographic Data**
Margret Montgomery and Tom Budnik with Susan Nicklas as the staff liaison.

4. **Professional Development Activities**
Ramon Claudio, Frances Jones and Ed Hall with Mikki Terry as the staff liaison. No formal meeting will be necessary.

5. **Relationship with Members and Affiliates**
Charles Patterson, Frances Jones, Tom Budnik and David Rainey with Gene Carter and Diane Berreth as the staff liaisons.

6. **Budget/Finance**
Bob Clark and Jan Adkisson with John Bralove as the staff liaison.

7. **Executive Council Handbook**
Charles Patterson, Isa Zimmerman and Bob Clark with Diane Berreth as the staff liaison.

It was agreed that Council members would work in this ad-hoc working group capacity for a one-year term. Gene Carter will contact Chuck Schwahn and Brenda Benson-Burrell about the tasks of these working groups. All of the groups were asked to report out to the Council as a whole in October whether it's written or oral.

17. **1994 Annual Conference Report**
The evaluation of the 1994 Annual Conference Report was received under the consent agenda. MOTION CARRIED.

18. **Appointment of 1996 Annual Conference Chair**
The report on the appointment of the 1996 Annual Conference Chair, Sheila Wilson, was received under the consent agenda. MOTION CARRIED.

19. **Potential Annual Conference Sites for 2003**
Authorization to seek proposals from San Diego and San Francisco for the 2003 Annual Conference was approved under the consent agenda. MOTION CARRIED.

20. **Topics, Issues and Consultants for 1995-96 Professional Development Institute Series**
The request for input on topics, issues and consultants for the 1995-96 Professional Development Institute series was received under the consent agenda. Council members were asked to return the form in the meeting materials to Mikki Terry. MOTION CARRIED.

21. **Satellite Broadcasts**
The report on satellite broadcasts was received under the consent agenda. MOTION CARRIED.
22. **ASCD/TIES Collaboration**
The progress report on the ASCD/TIES collaboration to establish an ASCD Technology Center at TIES was received under the consent agenda. MOTION CARRIED.

23. **Preliminary Evaluation of 1994 Affiliate Leadership Conference**
The preliminary evaluation of the 1994 Affiliate Leadership Conference was received under the consent agenda. MOTION CARRIED.

24. **Executive Council Representative to the Affiliate Excellence Award Selection Committee**
Isa Zimmerman moved, and Tom Budnik seconded, the appointment of David Rainey as the Executive Council representative to the Affiliate Excellence Award Selection Committee. MOTION CARRIED.

25. **Network Policies**
Frances Jones moved, and Isa Zimmerman seconded, adoption of the following revised network policies. MOTION CARRIED.

**Recommended Annual Service Fee Policy**
New 509.5  The Networks Advisory Committee, in consultation with staff, shall annually review and recommend limits on service fees which networks may charge as a condition of membership. These fees are to be received and processed by the network independently of ASCD.

**Recommended Annual Grant Funding Limit**
New 509.9  The Networks Advisory Committee, in conjunction with staff, shall annually review and set limits on grants funded by ASCD to new and continuing networks.

26. **Administrative Procedure for Roster Distribution**
The report on the administrative procedure for roster distribution was received under the consent agenda. MOTION CARRIED.

27. **Info-Net**
The progress report on Info-Net was received under the consent agenda. MOTION CARRIED.

28. **NCATE Collaboration**
Susan Nicklas briefly talked about the draft standards and entertained questions/comments relative to Art Wise's comments the evening before. Council expressed appreciation for the opportunity to meet with Art Wise. Isa Zimmerman moved, and Art Steller seconded, receipt of the progress report on the NCATE collaboration. MOTION CARRIED.
29. **Urban Education Initiative**
Helené distributed a folder of informational materials regarding the Urban Education Advisory Board (UEAB) to all in attendance. She discussed the changes that have taken place on the Board. The UEAB will continue to work on a draft action plan, which will be submitted to the Council at its March 1995 meeting. Margret Montgomery moved, and Isa Zimmerman seconded, receipt of the report on the Urban Education Initiative. **MOTION CARRIED.**

30. **ASCD's Information Management System Plan**
Bob Clark moved, and Isa Zimmerman seconded, receipt of the progress report on ASCD's Information Management System plan. **MOTION CARRIED.**

31. **ASCD Assessment Consortium**
The summary report on the ASCD Assessment Consortium was received under the consent agenda. **MOTION CARRIED.**

32. **Planned Collaborative Project on Religion and Education**
Ron Brandt provided the Council with updated information, and Diane Berreth noted that a portion of a recent ABC World News Tonight segment with Charles Haynes, a key player in this initiative, will be shown prior to the adjournment of Saturday's meeting. Isa Zimmerman moved, and David Rainey seconded, receipt of the report on the planned collaborative project on religion and education. **MOTION CARRIED.**

33. **Changes in Member Benefits**
John Bralove began by noting that the stated proposal has been included in the budget. There was extensive discussion on why basic membership isn't offered to all members. John reported that the basic membership is geared towards the teacher member, and we don't want to encourage members to "down grade." A summary of the proposed changes in member benefits follows: With the establishment of an additional type of ASCD membership (the new Basic Membership approved by the Board of Directors at the 1994 Annual Conference), we propose to change the pattern of publications provided to the various types of members. In brief, we propose that in the future the yearbook be sent only to Comprehensive members and the Regular members receive two of the kinds of books that in the past were sent to the Comprehensive members.

Some Council members expressed an uneasiness with not being upfront with members about all of the membership categories. John suggested the possibility of offering members all three of the membership types and reporting the findings back to the Executive Council. Frances Jones moved, and Tom Budnik seconded, approval of the following proposed changes in member benefits. **MOTION CARRIED.**

11
FINANCIAL MATTERS

34. Auditors' Management Letter for FY 94
   John Bralove introduced Jay DeFranco, Manager of ASCD Business Affairs. Gene Carter gave historical background on the management letter and noted that the formal statement from the auditors is the management letter. Discussion followed. Barbara Jackson moved, and Ed Hall seconded, receipt of the management letter for FY 94 and the staff's response. MOTION CARRIED.

36. Status of FY 94 Budget
   John Bralove presented a written summary of the FY budget performance, which he noted are projections. Discussion followed. Ron Brandt suggested having overages symbolized somehow. Tom Budnik moved, and Bob Clark seconded, acceptance of the report on the status of the FY 94 budget. MOTION CARRIED.

37. Budget Overtages
   Bob Clark moved, and Margret Montgomery seconded, receipt of the report on action on budget overages. MOTION CARRIED.

38. Investment Portfolio
   Isa Zimmerman moved, and Margret Montgomery seconded, receipt of the status report on the investment portfolio. MOTION CARRIED.

39. Disposition of Cameron Street Property
   John Bralove reported that one townhouse has been sold and one is on a month-to-month lease. The third townhouse has been furnished to show better. John will report back to the Council in October. Bob Clark suggested that a policy be developed on who has the legal authority to sell property. John noted that it is in the constitution, but the attorney thought that it wasn't clear who has the authority to dispose of large assets. Bob Clark moved, and Isa Zimmerman seconded, receipt of the report on the disposition of the Cameron Street property. MOTION CARRIED.

40. Property Tax Ruling
   Art Steller moved, and Margret Montgomery seconded, receipt of the status report on the property tax ruling. MOTION CARRIED.

41. FY 95 Budget for Transmittal to Board of Directors for Approval
   Gene Carter reported that we are making a fundamental shift in philosophy toward the strategic plan driving the budget. John Bralove walked through the details of the report. Bob Clark suggested setting up a program-type budget, something like the summary of strategic planning activities that John distributed for the meeting. Tom Budnik moved, and Isa Zimmerman seconded, authorizing the FY 95 budget for transmittal to the Board of Directors for approval. MOTION CARRIED.
At this point, Gene Carter referred to a handout from the National Education Improvement Coalition in which ASCD is being asked to participate and commit $5,000 to the cause of creating a positive image of what is taking place in public education. The Business Roundtable is one of the key planners of this activity. Discussion followed. Charles Patterson moved, and Bob Clark seconded, approval of ASCD’s participation in and $5,000 commitment to the National Education Improvement Coalition. MOTION CARRIED.

42. President’s Fund and Institutional Support Fund
Art Steller clarified that this agenda item was acted on in Puerto Rico in October 1993. He questioned why the proposed use of the president's fund and institutional support fund needs to be authorized when it is already laid out in the budget. Can't the officer just stay within the budget? Does the Executive Council need to approve the use of the funds separate from the approval of the general budget? Discussion followed. Frances Jones moved, and Barbara Jackson seconded, to discontinue the practice of requiring approval by the Executive Council of the President-Elect's proposed use of the President's Fund and Institutional Support Fund, so long as the expenses are within approved guidelines and do not exceed the amount allotted. In the event that an overage is anticipated, it would have to be approved by the Executive Council. MOTION CARRIED.

Frances Jones moved, and Tom Budnik seconded, that space should not be set aside for ASCD officers at headquarters. MOTION CARRIED.

43. Cash Reserves
Issa Zimmerman moved, and Bob Clark seconded, the adoption of a new policy of budgeting and excess of income over expenses of $400,000 annually or approximately 2% of the annual budget with a goal of increasing the fund balance by $2,000,000 over the next 5 years with staff making an annual progress report. MOTION CARRIED.

44. Contingency Thinking
President Art Steller introduced this item by asking what kind of a plan is in place if something would happen to the detriment of ASCD. We do not currently have plans in place that address a rapid and complete response in the case of an unanticipated catastrophic event. Mikki Terry reviewed the agenda for the activity:

1. Receive information on contingency thinking.
2. Receive status report on current safeguards (handout).
3. Discuss opportunities and threats.
4. Determine next steps.

John Bralove led the discussion on current safeguards. Mikki Terry led the brainstorming of opportunities and threats that fell into the following categories:
1. **Natural disasters** -
   - Key person disabled
   - Power outage for sustained period of time
   - Epidemic/quarantine
   - Disaster at conference site
   - Disaster that keeps staff from reaching office
   - Loss of significant number of Executive Council members
   - High rate of pregnancy among staff

2. **Competition** -
   - Sudden shift in market interest
   - Competition from affiliates
   - Subsidized competition, i.e., government disseminates comparable programs/products/services for free

3. **Employee behaviors** -
   - Disgruntled employee takes revenge
   - Work stoppage

4. **Programs/products/services - Capacity and value** -
   - Value
     - ASCD no longer seen as best value
     - ASCD logo seen as liability
   - Dramatic upswing in numbers of members and in demand for products/services tailored to needs
   - Decrease in requests for traditional face-to-face professional development

5. **Political** -
   - Political/ethical issue (as in New Orleans or Colorado)

6. **Governance/Relations with affiliates** -
   - Affiliate(s) taken over by extremist elements
   - Unfriendly takeover
   - Disaffiliation of large number of affiliates
   - U.S. members don't want to be part of international

7. **Legal** -
   - Loss of tax-exempt status
   - Liability from major lawsuit
8. Technology -
   Increased demand for material in electronic format
   Internet users demand real-time information delivered
   asynchronously
   Increased reliance on satellite and cable technology for interactive
   programming.

9. Economy -
   Significant downturn in economy
   Restricted travel dollars and time

Bob Clark moved, and Isa Zimmerman seconded, having the staff review all of the
information for possible inclusion in a draft contingency plan for Executive Council's
review at the October meeting. Criteria for inclusion include the likeliness of
occurrence and degree of impact. MOTION CARRIED.

INFORMATION

45. Agenda and Plans for Executive Council Meeting in Calgary, October 19-23, 1994
Susan Nicklas distributed an updated document because agenda item 45 became an
action item, i.e., appoint 3-4 Council members to serve on a panel.

Alberta ASCD is interested in having these 3-4 Council members sit on a panel to
discuss site-based decision-making from the views of central office, an educational
agency, a school site and a collaborative/consortium. Margret Montgomery moved,
and Charles Patterson seconded, to appoint Isa Zimmerman (central office), Tom
Budnik (educational agency), Bob Clark (school site) and Frances Jones
(collaborative/consortium) to the panel. MOTION CARRIED. All four appointees
agreed to share their respective outlines with each other prior to the October meeting.

46. Calendar of Events
Gene Carter distributed an updated copy of the Calendar of Events. The July 1995
Executive Council meeting was changed to June so that it did not conflict with the
ASCD study tour. Bob Clark moved, and Jan Adkisson seconded, receipt of the
Calendar of Events. MOTION CARRIED.

47. Diversity and Balance Among ASCD Staff
The report on diversity and balance among ASCD staff was received under the
consent agenda. MOTION CARRIED.

48. Affiliate Constitutional Reviews
The progress report on the affiliate constitutional reviews was received under the
consent agenda. MOTION CARRIED.
49. **Process Observations**
Diane led the group in making process observations on the meeting.

**GENERAL INFORMATION**
Gene Carter distributed copies of "A Joint Statement from the Forum of Educational Organization Leaders" from the recent Goals 2000 meeting as an informational item only.

The theme for the 1995 Annual Conference in San Francisco is "The Mind's Wealth: Promise of a Golden Harvest."

The ABC World News Tonight segment with Charles Haynes was shown.

Barbara Jackson thanked Helené Hodges for preparing all of the pictures for the Council members.

Helené distributed copies of the new 1994 Outstanding Dissertation Awards brochure. She noted that the program was revamped this year by a review committee, and there is a new category of submission--policy/organization.

**ADJOURNMENT**
The meeting adjourned at 1:37 p.m. All of the members of the ad-hoc working groups met in the conference room to have an initial meeting.