EXECUTIVE COUNCIL MINUTES
March 17 & 22, 1994
## ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

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ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

Executive Council Minutes
Thursday, March 17, 1994

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 Kaftal Zimmerman (MA).

ASCD Staff: Gene Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director, Education Technology Resources 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.

President Barbara Talbert Jackson called the meeting to order at the Chicago Hilton & Towers in Chicago, Illinois, at 8:30 a.m.

1. President's Remarks

President Barbara Jackson welcomed everyone to the Council meeting and commented on the love, warmth, and commitment of the group. She expressed gratitude to the Council for their dedication and to the staff for their assistance and quality effort.

Individuals were asked to comment on good things that had happened in their lives. Bob Garmston told the story of two milestones in his life: reaching his 60th birthday and being officially adopted by a couple who had been his guardians since his teenage years.

2. Approval of October 1993 Minutes

Arthur Steller moved and Ruud Gorter seconded the approval of the October 1993 Executive Council minutes. MOTION CARRIED.

3. Establish Consent Agenda

President Jackson asked Stephanie Pace Marshall to lead the discussion on consent agenda items. Stephanie recommended items that required Council discussion, and Council members added several others. Stephanie Pace Marshall moved and Irving Ouellette seconded a consent agenda of items: 5.2, 6, 7, 8, 9, 10.1, 10.2, 10.3, 10.4, 17, 18, 24, 30, 31, 32, 35, 37, and 38. MOTION CARRIED.
EXECUTIVE SESSION

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

4. Executive Director's Evaluation

President Jackson opened the discussion by noting that this year’s evaluation of the Executive Director represents the Council’s efforts to standardize the evaluation process and timeline. She emphasized the importance of the active involvement of Council members in the evaluation process.

Gene Carter reviewed the 1993-94 annual evaluation report, which was transmitted to Council members prior to the meeting. He highlighted the 1993-94 goals, benchmarks, and achievement indicators delineated in the report. A discussion followed his review of each goal and the appendices. Council members lauded Executive Director Carter’s performance.

President Jackson reviewed the draft of the proposed format for assessing the Executive Director’s performance in the future. She solicited input from Council members regarding the five major areas of responsibility and the factors that may be considered by Council members as they frame general comments following each area of responsibility. Bob Garmston moved and Arthur Steller seconded approval of the evaluation framework. MOTION CARRIED.

Bob Garmston moved, and Isa Zimmerman seconded, to accept the evaluation framework on a trial basis, with the understanding that specific items might be modified next time based on the aggregate contributions of Council members. MOTION CARRIED.

President Jackson asked Council members to submit their feedback of the Executive Director's performance in 1993-94 to her by the end of Annual Conference. Additionally, Council members were reminded to place their names on the response forms.

5. Report on Personnel Matters

5.1 Status of ASCD Staff Diversity and Balance

Gene Carter reviewed the status of diversity and balance among ASCD staff for the period September 1-December 31, 1993. He noted that next quarter's charts will include further EOE breakdowns beyond the "other" category to include Asian-American, Native American, and Hispanic categories. Isa Zimmerman moved and Bob Clark seconded to receive the report and suggested that a year-to-year comparison column be added to the report format. MOTION CARRIED.
5.2 Report on Compensation and Appraisal Study

Stephanie Pace Marshall moved, and Irving Ouellette seconded, receipt of the status report on the compensation and appraisal study under the consent agenda. MOTION CARRIED.

6. Long-Range Space Planning Report

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the long-range space planning report under the consent agenda. MOTION CARRIED.

Tom Budnik moved, and Bob Clark seconded, ending the Executive Session.

ASSOCIATION ORGANIZATION & GOVERNANCE

7. ASCD Annual Report

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the ASCD Annual Report under the consent agenda. MOTION CARRIED with commendations to the staff.

8. Election Results on Constitutional Revisions

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the report on election results on Constitutional revisions under the consent agenda. MOTION CARRIED.

9. Nominations Committee Appointees

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to appoint Bob Garmston, Ruud Gorter, and Irving Ouellette to select five members for appointment to the 1995 Nominations Committee under the consent agenda. MOTION CARRIED.

10. Appointments

Diane Berreth distributed corrected agenda pages 31-34.

10.1 Networks Advisory Committee

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to appoint Jerry Brown, Carmen Dumas, and Margaret Trader as new members and Ron Tesch as chair of the Networks Advisory Committee under the consent agenda. MOTION CARRIED.
10.2 Affiliate Advisory Committee

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to appoint the President-Elect as Executive Council liaison, Nancy McClaran as chair, and Sherrelle Walker, Bonnie Benesh, and Paul Lempa to the Affiliate Advisory Committee under the consent agenda. MOTION CARRIED.

10.3 Publications Committee

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to appoint Jay McTighe as chair and Betty Davis, Jo Blackwood, Yolanda Rey, and David Marsh to the Publications Committee under the consent agenda. MOTION CARRIED.

10.4 Dissertations Awards Committee

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to appoint Hawthorne Faison, Cheryl Pagan, and Denise McKeown as Curriculum judges; Miryam Keller, Barbara Pavan, and Judy Stevens as Instruction judges; and Anne Meek, Edward Pajak, and Hampton Williams as Supervision judges; and David Frietas, John Smyth, and Etheldreda Vierra as Policy/Organization judges to the Dissertations Awards Committee under the consent agenda. MOTION CARRIED.

10.5 Conference Planning Committee

Bob Clark moved, and Isa Zimmerman seconded, to appoint Barbara Mason, Marta Montero-Sieburth, and Phil Sorensen to the Conference Planning Committee, and to extend John Dyer's term for one year. MOTION CARRIED.

10.6 Issues Committee

Deferred to Tuesday's meeting.

10.7 Editorial Board, Journal of Curriculum and Supervision

Barbara Jackson asked why some terms were being extended to four years. Ron Brandt explained that this would enable terms to be staggered more evenly. Bob Garmston, moved and Bob Clark seconded, to extend the terms of Jeffrey Glanz, Helen Hazi and Drew Tiene for one additional year and to appoint Beverly Cross to the Editorial Board of the Journal of Curriculum and Supervision. MOTION CARRIED.

11. Additional Executive Council Member Appointment

Issues were raised as to whether this appointment was to be a voting member of the Council. Staff advised the Council that the ASCD Constitution did not allow for an additional voting member.
Bob Garmston moved, and Tom Budnik seconded, the request that Ramon Claudio Tirado be appointed to advise the Council regarding international activities. Questions were raised regarding the appointment to the Council, which is an elected body. Margaret Montgomery moved, and Bob Clark seconded, to table the motion. MOTION CARRIED.

Further discussion ensued regarding the wording of the motion. Bob Garmston moved, and Tom Budnik seconded, to request the President to invite Ramon Claudio Tirado to sit with the Executive Council for the next year, working in all areas and in all regards but without a vote. Since the appointment is by the President, no vote was required.

12. Progress on Implementation Plan

Diane Berreth reminded the Executive Council that they had approved the Governance and Member Participation Panel’s recommendations in June 1993. One of the Panel’s recommendations called for increasing the number of Members-at-Large from 20 to 30, with the additional ten being elected by the Board to improve diversity in Board composition.

Staff devised a procedure that will enhance continuity on the Board through staggered terms and not overburden the Nominations Committee. Diane Berreth acknowledged that this was a procedural rather than a policy issue, and invited Executive Council to review the proposed procedures.

The changes adopted in the Governance and Member Participation report called for the following changes in the Member-at-Large representation:

1. Growth from 20 to 30;
2. Tenure from 4-year terms to 3-year terms;
3. From member election (20) to member election (20) plus the Board of Directors election of (10).

Recommended procedure:

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<th>Additional Member BoD-elected</th>
<th>Starting Year</th>
<th>Total MaL’s</th>
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<tr>
<td>5 + 3</td>
<td>1994-95</td>
<td>23</td>
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<tr>
<td>23</td>
<td>1995-96</td>
<td>26</td>
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<td>30</td>
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Bob Garmston moved, and Stephanie Pace Marshall seconded, the review of the progress and adoption of the procedure. Arthur Steller asked for a restatement of the rationale. Diane Berreth
noted three compelling reasons: ASCD already has more opportunities to participate than 
nominees to fill slots, enhanced continuity among Board representatives, and establishing an 
equal number of staggered terms over time. MOTION CARRIED.

13. Position on Outcome-Based Education

Gene Carter introduced the topic, reminding Executive Council that the Transition Issues 
Committee had blended the member-identified issue of OBE into the issue on curriculum. 
Because of heightened public interest in OBE, Gene Carter is often contacted by media wanting 
to know ASCD’s stance on the issue. He therefore asked Ron Brandt and Brian Curry to draft 
a proposed statement that could be adopted under the fast-breaking issues process.

Isa Zimmerman moved, and Bob Garmston seconded, to accept the document as written, 
instructing staff to prepare an implementation plan including proposed procedural steps to provide 
resources and assistance. The proposed implementation plan should be faxed to the Executive 
Council.

Margret Montgomery asked if funding had been allocated for this issue. Diane Berreth noted that 
funds exist within the FY 94 budget; additional monies would need to be allocated for FY 95. 
MOTION CARRIED.

14. ASCD Strategic Plan Progress report

President Jackson introduced the topic, noting that the Board of Directors will spend a significant 
amount of time on the plan Friday.

Gene Carter reminded the Council that they had expressed a desire to become more closely 
involved in the implementation of ASCD’s Strategic Plan. He shared a list of proposed activities 
to enhance involvement:

1. Provide regular written reports on activities (perhaps twice a year) to the Board 
of Directors, original Strategic Planning Commission, and affiliate presidents.
2. Update by FAX as necessary (perhaps monthly) so that Executive Council 
members have current information when they speak to affiliates and other groups.
3. Send Strategic Priorities Group meeting agendas to the Executive Council; invite 
comments.
4. Hold a joint meeting with the Strategic Priorities Group at the summer Executive 
Council meeting, for a carefully planned purpose.
5. Use the Executive Council as ambassadors/advocates for the Strategic Plan.
6. Solicit input from the Executive Council regarding preliminary work of the Urban 
Education Advisory Board.

Robert Clark moved, and Isa Zimmerman seconded, receipt of the progress report. MOTION 
CARRIED.
15. Review Council Report

President Jackson welcomed Phil Robinson, Review Council Chair, who provided background information on the Review Council's rationale for focusing on affiliate constitutions. Referring to the document's executive summary, Phil Robinson then led the Council through the Review Council's findings and recommendations. He then invited questions.

President Jackson expressed the Executive Council's appreciation of the Review Council's work.

16. Transition Issues Committee Report

President Jackson welcomed Maurice B. Howard, Chair of the Transition Issues Committee, who commended the work of the ASCD staff in helping the Transition Issues Committee develop a proposed process that would give the Board of Directors real decision-making power to drive ASCD's program initiatives. He reminded Council of the genesis of the issues before them.

Maurice Howard led the Council through the six issues before them:

1. Inclusion of Students with Disabilities in Classrooms with Nondisabled Students
2. Funding for Mandated Educational Programs
3. Teacher Certification and Continued Professional Development
4. Flexible Curriculum Addressing the Needs of a Diverse Society
5. Equitable Funding for Public Education
6. The School as a Partner in Character Development

Maurice Howard explained that the issues adoption process would be explained at Friday's Board meeting and that the Board representatives would be invited to attend both Town Meetings to listen to the membership's concerns. He then invited questions from Council.

President Jackson thanked Maurice Howard for his presentation and reiterated the need for Executive Council to understand the process. She again thanked the Transition Issues Committee for their work.

On behalf of the Executive Council, President Jackson accepted the Transition Issues Committee report for transmission to the Board of Directors.

17. Curacao Affiliation

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to transmit to the Board of Directors approval of Curacao's affiliate application. MOTION CARRIED.
18. Spain Affiliation

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to transmit to the Board of Directors approval of Spain’s affiliate application. MOTION CARRIED.


Susan Nicklas described the issues related to maintaining excellence in affiliate organizations. Frances Jones asked whether approval of the policies would increase the likelihood of disaffiliation. Susan Nicklas indicated she did not believe so.

Robert Clark moved, and Thomas Budnik seconded, to approve the four new affiliate policies:

503.1.9 The affiliate will provide representation at the biannual regional meeting sponsored by ASCD.

503.1.10 The affiliate will actively strive to achieve the Affiliate Indicators of Excellence.

503.1.11 The affiliate will accept, upon request by ASCD, a field visit from an ASCD staff member or designated representative. Field visits may be conducted for purposes such as assessing current affiliate status and identifying means of support for the affiliate.

503.1.12 The affiliate will conduct a periodic review of its constitution to ensure consistency with ASCD’s constitution and to confirm that the manner in which the affiliate governs its affairs is consistent with constitutional mandates.

MOTION CARRIED.

20. Information Management Systems Group Report

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the Information Management Systems group report on the consent agenda. MOTION CARRIED.

PROGRAMS, PRODUCTS, AND SERVICES

21. Proposed Collaboration with TIES

Frances Jones moved, and Ruud Gorter seconded, to approve the proposed ASCD Technology Center at the Technology and Information Educational Services (TIES) in Minneapolis, Minnesota. MOTION CARRIED.
22. Report on ASCD/National Geographic Society Proposal

Mikki Terry reported that the National Science Foundation proposal has been withdrawn as a key partner, Texas A&M University, had to withdraw from the joint proposal. The National Geographic Society has requested another meeting with ASCD to seek alternative funding.

23. Progress Report on Only the Best and Brown's Directories of Instructional Programs

Frank Betts provided an update, stating that ASCD is anticipating substantial new income when the 1994 version of Only the Best comes off press. Isa Zimmerman moved, and Frances Jones seconded, to receive the progress report. MOTION CARRIED.


Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the Info-Net progress report under the consent agenda. MOTION CARRIED.

25. Progress Report on NCATE

Gene Carter reviewed the Executive Council's October actions and progress to date. He discussed several complex issues that remain to be resolved.

Robert Clark moved, and Frances Jones seconded, to receive the NCATE progress report. MOTION CARRIED.

26. Report on Urban Education Initiative

Stephanie Pace Marshall moved, and Isa Zimmerman seconded, to receive the report on the Urban Education Initiative. MOTION CARRIED.

27. Report on CIDREE Presentation

President-Elect Arthur Steller reported on the Consortium of Institutions for Development of Research in Education in Europe (CIDREE), which he described as a relatively new, fast-growing association. CIDREE is considering what ASCD's membership status could be. Art or Susan Nicklas will try to set up a meeting with Cameron Harrison, CIDREE Executive Secretary, at Annual Conference to discuss the advisability of ASCD's voting to affiliate with CIDREE.

Robert Clark moved, and Isa Zimmerman seconded, to receive the CIDREE report. MOTION CARRIED.
28. Current Liaisons and Partnerships

Before the Council took action on a list of current ASCD liaisons and partnerships with other organizations, Ruud Gorter asked why the World Council on Curriculum and Instruction (WCCI) was not on the list. Helene' Hodges provided some information about WCCI, which has been informally associated with ASCD for 30 years.

Frances Jones moved, and Ruud Gorter seconded, to receive the report. MOTION CARRIED.

FINANCIAL MATTERS

29. Auditors' Report for FY 93

Steven Darr of Stokes and Company, Certified Public Accountants, was present to explain the auditors' report for 1993. He said that the report reflected a change, that in prior years the Association did not capitalize the cost of its inventories. Based on the recognition that publications in stock have significant market value, they are now treated as an asset. He also said that using generally acceptable auditing practices, products and services owed to members during the period for which they have paid dues must be considered liabilities of the organization. Using those definitions, the report shows that at the end of FY 93, ASCD's total current liabilities ($6.7 million) exceeded its total current assets ($6.35 million). Ideally, he said, an organization should have assets twice the value of its liabilities at a ratio of 2:1. Including long-term investments, ASCD's ratio is 1.3:1.

Steven Darr said that his organization would be sending a management letter in mid-April, which will be made available for discussion by the Council at the June meeting.

Bob Garmston moved, and Isa Zimmerman seconded, to transmit the auditor's report to the Board of Directors for approval. MOTION CARRIED.

30. Status of FY 94 Budget

John Bralove presented a written summary of status of the current budget after two quarters. Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the FY 94 budget status under the consent agenda. MOTION CARRIED.

31. Five-Year Budget Projections

John Bralove explained the basis for possible five-year budget projections and involved Council members in a discussion of possible scenarios.

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the report under the consent agenda. MOTION CARRIED.
32. Investment Portfolio

John Bralove's report on the status of ASCD's Cash and Investment Portfolio was received under the consent agenda. MOTION CARRIED.

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the report under the consent agenda. MOTION CARRIED.

33. Preliminary Estimate of FY 95 Budget

The first draft of the FY 95 budget was presented for discussion by the Board. A second draft will be presented to the Executive Council at the June meeting; a final draft will be sent by mail ballot for approval by Board members in August.

Tom Budnik moved, and Bob Garmston seconded, to authorize transmittal of the preliminary FY 95 budget to the Board of Directors. MOTION CARRIED.

34. Budget Overages

John Bralove presented a list of seven projected overages in the FY94 budget along with an explanation for each overage.

Ruud Gorter moved, and Bob Garmston seconded, to authorize the overages as outlined. MOTION CARRIED.

35. Disposition of Cameron Street Property

John Bralove presented a written report on the status of the townhouse project (property purchased in 1986 and 87 to enable ASCD to expand its former headquarters building but not used for that purpose).

Stephanie Pace Marshall moved, and Irving Ouellette seconded, to receive the report under the consent agenda. MOTION CARRIED.

OTHER

36. Updated Calendar of Executive Council Meetings

Frances Jones moved, and Isa Zimmerman seconded, to approve all of the recommended date and location changes of future Executive Council meetings. MOTION CARRIED.

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<th>June 23-25</th>
<th>Alexandria, VA</th>
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<tr>
<td></td>
<td>October 19-22</td>
<td>Calgary, Alberta CANADA</td>
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1995  March 23  San Francisco, CA
       March 28  San Francisco, CA
       July 20-22 Alexandria, VA
       November 8-11 United Kingdom

1996  March 14 New Orleans, LA
       March 19 New Orleans, LA
       July 18-20 Alexandria, VA
       November 7-11 Singapore

1997  March 20 Baltimore, MD
       March 25 Baltimore, MD
       July 17-19 Alexandria, VA
       October 23-25 St. Maarten

37. Review Board of Director's Meeting Agenda

Barbara Jackson shared highlights of her overview to be presented to the Board of Directors on March 18, 1994, and distributed copies of her report. This was accepted as part of the consent agenda, and no other Council action was required.

38. Retiring Executive Council Members

Retiring Executive Council members Robert Garmston, Ruud Gorter, Stephanie Pace Marshall, Irving Ouellette, and Sheila Wilson were formally recognized by President Jackson during dinner at the Gordon Restaurant on Wednesday, March 16, 1994. During her remarks, Barbara acknowledged the retiring members' outstanding contributions and presented each with a plaque and a commemorative gift. This was accepted at part of the consent agenda, and no other Council action was required.
Tuesday, March 22, 1994

Executive Council: Arthur Steller, President; Charles Patterson, President-Elect; Barbara Talbert Jackson, Immediate Past President; Jan Adkisson (VA), Brenda Benson-Burrell (NJ), Thomas Budnik (IA), Robert Clark (GA), Edward Hall (AL), Frances Jones (NC), Margret Montgomery (TX), David Rainey (AR), Chuck Schwahn (SD), Isa Kaftal Zimmerman (MA).

ASCD Staff: Gene Carter, Executive Director; Diane Bereth, Deputy Executive Director; Frank Betts, Director, Education Technology Resources 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.

1. New Council Members

President Art Steller called the meeting to order, at 12:10 p.m., and welcomed new members to the Executive Council. He invited each to make any brief personal comments they wished. President-Elect Charles Patterson commented that he was glad to be back on the Council and expressed great respect for the efforts of the staff. Jan Adkisson indicated that she had been a staff member from 1979-86, and she looked forward to supporting them in their work. Brenda Benson-Burrell expressed her desire to carry out the vision of the organization, while David Rainey commented that he felt challenged and moved to implement the strategies in the strategic plan. Chuck Schwahn cited his work with the Affiliate Advisory Committee, the Governance and Member Participation Panel, and the Strategic Planning Commission as potentially helpful to his work with the Council.

2. Preliminary Comments/Evaluation of Annual Conference

Mikki Terry invited initial feedback on the 1994 Annual Conference and recorded the comments and suggestions from the Council.

3. Preview of 1995 Annual Conference

Edith Jensen, 1995 Annual Conference Chair, reviewed plans for next year's conference in San Francisco. The conference theme will be "The Mind's Wealth: The Promise of a Golden Harvest." Confirmed general session speakers include: Jonathan Kozol and Samuel Betances. Possible speakers include Toni Morrison and Michael Eisner. A "hands-on" technology center similar to the Ameri-Tech concept is also planned.

4. 1995 Nominations Committee Chair

President Steller explained the nominations process and stated that Phil Sorensen of Washington State would serve as chair and Linda McKay of the District of Columbia would act as co-chair.
of next year's Nominations Committee. The list of appointees to the Nominations Committee was distributed.

Ed Hall expressed his concern that past Executive Council members had been appointed to the Nominations Committee, noting that this does not encourage the involvement of new people in ASCD's work.

President Steller noted that this points out another reason to develop a handbook for Executive Council members.

5. Issues Committee Appointments

President Steller asked Diane Berreth to lead the discussion on Issues Committee appointments. Diane explained the process that had been followed and indicated that the committee could consist of between nine and eleven members. At this time, nine appointments were being recommended. She asked Council to consider two additional appointments in June to ensure representation by a policy analyst and a state department of education representative with policy expertise.

Diane presented the following recommendations from the Board of Directors' nominations:
1. Peyton Williams, Chair (2-year term)
2. Doug Harris (2-year term)
3. Olga Moir (3-year term)
4. Lillian Ramos (3-year term)
5. Rebecca Libler (3-year term)
6. Greg Chan (2-year term)

Robert Clark moved, and Barbara Jackson seconded, to appoint the recommended individuals to the Issues Committee. MOTION CARRIED.

Diane requested feedback on the Issues process. Several members questioned whether experts were needed at the town meetings and, if so, how they could be selected to represent a variety of positions. Scheduling of the Town Meetings during "prime time" was seen as a problem; concern was expressed that the Monday Board meeting was less well-attended than the Town Meetings; the Council needs to consider ways to maintain the enthusiasm. Ed Hall asked that the process for conducting the straw vote be reconsidered. A graphic format describing the entire Issues process was recommended as a way to help newcomers understand the activity. All agreed that the Issues process was an improvement over the resolutions process.

ADDED AGENDA ITEMS

6. Officers' Handbook

Gene Carter stated that the Officers' Handbook was refined this year; the next step is the development of an Executive Council handbook. President Steller thanked Charles Patterson for
his willingness to think about this project before the June Council meeting and consider ways to get other Council members involved.

Bob Clark called for a streamlining of the agenda with greater clarification on the consent agenda process. As an example, he asked, "Do we need to do a diversity report at each meeting?"

7. Review Executive Council Schedule and Plans for October 1994 Calgary Meeting

Gene Carter referred to the schedule of Council events that was distributed on Thursday and asked new Council members to add the October meeting in Calgary. He asked Susan Nicklas to highlight some of the planned events.

Susan indicated that the Alberta affiliate was moving vigorously to plan an exciting fall meeting for the Council. They requested the Council to consider three questions to help them proceed with their planning:

(1) The Alberta affiliate was eager to have this meeting result in a two-way exchange of information and therefore asked if selected Council members would be willing to make brief presentations to their Canadian hosts. Many Council members expressed interest and willingness. It was determined that Susan Nicklas should develop a response form for members to indicate the topic of their choice.

(2) A second question concerned which topics were of greatest interest to the Executive Council members. Again, it was determined that Council be asked to rank these topics on an individual response form.

(3) Finally, the Council agreed on a visit to Banff during their time in Alberta.

President Steller thanked Barbara Talbert Jackson for her outstanding year in the Presidency. After a brief break, Council was involved in a professional development activity on "Change Tools and Processes for Redesigning the Workplace."

Professional Activity for Executive Council

Gene Carter provided a short overview of the context of the professional activity and shared a quote from Peter Drucker, who noted that "nothing is less productive than to make more efficient what should not be done at all." Gene encouraged Executive Council and Team members to examine successful corporate processes that hold the potential for much applicability to "guide school sites, systems, and other organizations" in "re-engineering" or transforming themselves into learning organizations. Gene Carter then noted that much of the work of Micah Fierstein and Dick Hilbert (our workshop leaders) is a "systems approach" that helps "creative leaders" to "best use the 'disruptive' power of information technology to effect change."
Frank Betts formally introduced Micah Fierstein and Dick Hilbert and indicated that he met Micah at an Oregon ASCD affiliate meeting on systems thinking. Micah, in turn, invited Dick to co-lead the presentation.

Micah and Dick introduced the topic with a cartoon that provided an example of what people say (it's not in the budget, it's not our policy, etc.) to justify why change does not occur in some instances. Micah and Dick indicated that Margaret Wheatley's presentation, during the 1993 Executive Council professional activity, would serve as a backdrop to the presentation.

Micah and Dick then reviewed the "assumptions" flip chart notes:

**ASSUMPTIONS**

- Education and business share a common history.
- Education and business have entered a period of crisis.
- Education can leverage business investment in organizational learning by adopting applicable change tools to education.

Micah suggested that education and business have similar problems that may have similar solutions by referring to the "goals" of today’s activities:

**GOALS**

- Participants will gain a greater understanding of the change process used at General Electric.
- Participants will begin to understand how these processes and tools are applicable to education and transferable to school renewal.

After a brief overview of the goals, the agenda was reviewed:
AGENDA

- Meeting Overview
- General Electric Change Process
- Process Mapping
- Transferability of Change Tools to Education
- Dialogue/Questions
- Feedback

Dick Hilbert continued by sharing the contents of the handout and gave a brief history of his job roles and responsibilities for the past two decades. Since 1984, both Dick and Micah worked as "change agents" and would be sharing the best of what they learned in the business arena and how it may apply to the "transformation" of schools.

Dick continued by explaining that General Electric's values are considered key in this process (e.g. reward, creativity, integrity, et al). He then described how General Electric successfully changed the behaviors of 300,000 employees to reflect these values. As a result, General Electric is now known as a "people" company.

Dick proceeded to review several approaches to change (e.g. Deming) and suggested that the main focus of change is "knowing your customer" to the extent that you can best respond to their needs. Dick continued by reviewing each page of the handout GE and Education: Sharing a Context for Change Building Capacity Through Change Tools, and engaged members in a lively activity called "mapping"-- a process that led to 20% improvement in productivity without even thinking about the needs of the customer! Dick shared the principles involved in "customer needs mapping" and likened it to a report card where the needs of students and parents lead to a dialogue that will ultimately establish of "customer driven priorities." This concept of "customer" is found in a learning organization.

Prior to engaging in the simulation, Micah reviewed the steps of process mapping and provided several hints:

- start by rapidly writing the process steps on post-its and placing them on the wall;
- write large;
- don't try to establish order;
- don't use different colored cards or symbols; and,
• don't discuss process steps in detail.

At the conclusion of the activity, members discussed their observations of the process and listed its benefits:

• generates a lot of solutions;
• everyone can contribute;
• a highly focused activity;
• an opportunity to create a "real map" of what might work to solve "real" problems;
• a powerful decision-making process, etc.

Participants were asked how they would apply what had been learned and were asked to "list 2-3 things that have direct applicability to our respective goals." After a brief conversation, time growing short, the remainder of the session was replete with numerous business examples of process "tools" that had great transferability to the educational arena.

ADJOURNMENT

The meeting was adjourned at 3:30 p.m.