EXECUTIVE COUNCIL MINUTES

October 22-23, 1994
ASCD EXECUTIVE COUNCIL
Saturday-Sunday, October 22-23, 1994
Westin Hotel Calgary
Calgary, Alberta, Canada

MINUTES

ATTENDING

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), Ramón Claudio-Tirado (PR), Edward Hall (AL), Frances Jones (NC), Margret Montgomery (TX), David Rainey (AR), Charles Schwahn (SD), Isa Kaftal Zimmerman (MA).

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

CALL TO ORDER
President Arthur Steller called the meeting to order at the Westin Hotel Calgary in Calgary, Alberta, Canada, at 8:30 a.m.

1. President’s Remarks
Art Steller commented that the Executive Council has changed a great deal and, as a result, he sees a need to reflect on and reassess the role of Executive Council members and officers. He suggested the addition of two agenda items: 1) redefinition of the role of Executive Council members and officers; and 2) ASCD’s share of international markets.

2. June Minutes
The June 1994 Executive Council minutes were approved under the Consent Agenda. MOTION CARRIED.
3. **Consent Agenda**
Frances Jones asked for clarification of the words "no vote" on the consent agenda; "no vote" was changed to "non vote." Gene noted that items on fiscal affairs need to be scrutinized by the Executive Council, as well as the items listed under Executive Session. Isa Kaftal Zimmerman will make a report on the Technology Planning Committee under Agenda item 7.4 instead of 9.1.

Charles Patterson moved, and Bob Clark seconded, to place the following agenda items on the Consent Agenda: 2, 6, 7.9, 11, 14, 16, 18, 23.3, and 23.4. **MOTION CARRIED.**

**EXECUTIVE SESSION**

Isa Kaftal Zimmerman moved, and Bob Clark seconded, the movement of the Executive Council into the Executive Session. **MOTION CARRIED.**

During the Executive Session, Barbara Talbert Jackson recorded the minutes, including agenda items 4 and 5, which are printed under separate cover.

Upon completion of the Executive Session agenda items, Barbara Talbert Jackson moved, and Frances Jones seconded, to adjourn the Executive Session. **MOTION CARRIED.**

6. **Efforts to Reduce Duplicate Mail**
The report on the efforts to reduce duplicate mail was received under the Consent Agenda. **MOTION CARRIED.**

**ASSOCIATION ORGANIZATION AND GOVERNANCE**

7.1 **Report of Affiliate Advisory Committee**
Susan reported that the Committee discussed strategic plan and diversity plan analysis checklists, discussed constitutional reviews, and discussed the nominations and elections processes. Copies of the minutes and checklists will be forwarded to Council.

Tom Budnik moved, and Brenda Benson-Burrell seconded, to receive the Affiliate Advisory Committee report. **MOTION CARRIED.**

7.2 **Report of the Affiliate Excellence Award Selection Committee**
The award recipients are Washington ASCD and North Carolina ASCD. The Committee reviewed portfolios based on five Indicators of Excellence including membership, program, influence, governance, and communication.

(revised 2/95)
Isa Kaftal Zimmerman moved, and David Rainey seconded, to receive the Affiliate Excellence Award Selection Committee report. MOTION CARRIED.

7.3 Report of the Networks Advisory Committee
The committee made three major policy decisions: 1) to raise the network membership service fee cap to $25; 2) to increase the annual grant to a maximum of $1,500; and 3) ASCD will sponsor and support the networks and will not necessarily expect the networks to be self-sufficient and on their own after 3-4 years.

Brenda Benson-Burrell moved, and Frances Jones seconded, to receive the Networks Advisory Committee report. MOTION CARRIED.

7.4 Report of the Technology Planning Committee
Isa Kaftal Zimmerman reported that the recent meeting of the Committee was a wonderful opportunity and was well run, but she was sorry that some members were not able to stay for the entire two days. She reviewed several major themes developed in the meeting and said the group had spent time defining the trends and impacts on ASCD. The meeting resulted in a draft vision statement and the Committee expects to present a final version to the Council in March and an operational plan to Gene in September 1995.

Charles Patterson moved, and Brenda Benson-Burrell seconded, to receive the Technology Planning Committee report. MOTION CARRIED.

7.5 Progress Report on Review Council Activities
Council was advised that the Review Council members reviewed the Strategic Plan and the six goals in terms of curriculum, and a formal report should be ready by March.

Isa Kaftal Zimmerman moved, and Ramón Claudio-Tirado seconded, to receive the Review Council progress report. MOTION CARRIED.

7.6 Progress Report on Issues Committee Activities
Diane reported that 15,000 survey responses were returned, and the top-ranked issues are: inclusion, equitable spending, national standards, and character education.

David Rainey moved, and Isa Kaftal Zimmerman seconded, to receive the Issues Committee progress report. MOTION CARRIED.

7.7 Progress Report on Urban Education Initiatives
Helené reported that a framework for the urban reform initiative is in place and a report will be provided at the March meeting of the Board of Directors.

(revised 2/95)
Isa Kaftal Zimmerman moved, and Barbara Talbert Jackson seconded, to receive the Urban Education Initiatives progress report. MOTION CARRIED.

7.8 Progress Report on the Strategic Plan
Diane reviewed the recent activities of the SPG, which is charged with making recommendations to the Executive Director on implementation of the Strategic Plan. The next edition will include a vision statement.

Ron reviewed the format and schedule of the international edition of Educational Leadership. Gene reminded Council that this was our "first cut" at being more responsive to our international members. Other examples were cited.

Margret Montgomery moved, and Bob Clark seconded, to receive the Strategic Plan progress report. MOTION CARRIED.

7.9 Final Progress Report on the Implementation Plan for Governance and Member Participation Panel Recommendations
The final progress report on Implementation Plan for Governance and Member Participation Panel Recommendations was received under the Consent Agenda. MOTION CARRIED.

8. 1994-95 ASCD Committee Vacancies Announcement
Council members were asked to submit nominations for committee vacancies by January 27, 1995. The results will be presented at the March Board of Directors' meeting.

Brenda Benson-Burrell moved, and Frances Jones seconded, to receive the Committee Vacancies Announcement. MOTION CARRIED.

9. Reports

9.1 Report from Technology Planning Committee
(Report is under Agenda Item 7.4)

9.2 Report from the Nominations Group
Jan Adkisson said this group was not a "quick fix" group and she presented several issues that should be addressed and asked Council members for others. Ed Hall distributed copies of correspondence from a former chair of the Nominations Committee that listed several recommendations for change. Art Steller noted that some of the changes were already in place, and Isa Kaftal Zimmerman said that all of the items fit into the working group's list of issues. Chuck Schwahn suggested that the process of choosing members for this
Committee needs to be reviewed, and Art said we need to revisit how candidates who are not elected, either to the slate or to office, are dealt with.

Jan listed possible actions developed by the working group. Diane said the working group could come back to the Council in March with a proposal for the committee and its charge.

Ed Hall moved, and Charles Patterson seconded, to authorize Jan Adkisson's attendance at the Nominations Committee meetings in March as an observer. MOTION CARRIED.

Isa Kaftal Zimmerman moved, and Tom Budnik seconded, to receive the Nominations Group report. MOTION CARRIED.

9.3 Report from the Demographic Data Group
Tom Budnik said that collecting demographic data was a problem at the affiliate level; the working group wants to consider elimination of the diversity reporting requirement or making it optional, and he reviewed the group's four recommendations.

Frances Jones moved, and Isa Kaftal Zimmerman seconded, to modify the renewal membership forms so that diversity information is requested from each member and this information will be reported to affiliates who participate in the Joint Dues Program (Recommendation #2). MOTION CARRIED.

Tom Budnik moved, and Frances Jones seconded, to adopt Recommendations # 1, 3, and 4. MOTION CARRIED.

Tom Budnik moved, and Ed Hall seconded, to consider a pilot program to enable interested affiliates to work toward the establishment of a compatible database. MOTION CARRIED.

9.4 Report from Professional Development Activities Group
Ed Hall asked Executive Council members to complete a survey sheet (developed as a response to comments that staff development activities presented at the March meeting were too rushed) designed to provide feedback from Council members on a preferred timetable, topics, and proposed speakers for future activities. The Council reviewed the responses; Art Steller noted that this was a "first cut" developed as a reaction to criticism last March.

Brenda Benson-Burrell moved, and Isa Kaftal Zimmerman seconded, to receive the Professional Development Activities Group report. MOTION CARRIED.
Frances Jones moved, and Bob Clark seconded, that the Executive Director send a welcome letter, along with a framework on expectations, to newly-elected Council members. MOTION CARRIED.

9.5 Report from Relationship with Members and Affiliates Group
Gene reviewed questions the group had developed, noted the list was not complete, and reviewed several possible responses. He mentioned that the proposed assignments of the field-based specialists do not address the District of Columbia or the international arena at the present time.

Margret Montgomery moved, and Barbara Talbert Jackson seconded, to receive the Relationship with Members and Affiliates Group report. MOTION CARRIED.

9.6 Report from Budget/Finance Group
Bob Clark reported that the working group had addressed possible revisions to the format of the budget; he asked Council members to provide him with any questions relating to presentation of the budget, noted that Agenda Item #10 would address some of them, and said a copy of the revised budget format would be provided later.

Tom Budnik moved, and Ed Hall seconded, to receive the Budget/Finance Group report. MOTION CARRIED.

9.7 Report from the Executive Council Handbook Group
Charles Patterson reported that he and Isa Kaftal Zimmerman had suggested changes to an earlier draft of the handbook and those suggested changes were incorporated in this version. He commented that further work was needed in the section on expectations and a section is needed regarding the major items the Council has dealt with over the past year. Bob Clark noted that his suggested changes were also incorporated in the present version; the document would be a good reference. Ramón Claudio-Tirado suggested that more information be provided in the preface. Charles asked that other suggestions be submitted to either him or Diane by December 1st.

David Rainey moved, and Ramón Claudio-Tirado seconded, to receive the Executive Council Handbook Group report. MOTION CARRIED.

10. Adopt Modification of Association Policies
Diane noted that the policies had not been reviewed for some time and said that this review process will continue throughout the next two Council meetings. She provided a brief overview of the suggested revised format, and Susan mentioned that the sections marked "old" were verbatim; the smaller font indicates disposition of the old policy, and in many cases the "new" policies are the same but have been edited for
clarity, and they include a rationale. The protocols section is brand new; and it was noted that a policy can be changed only by actions of the Council.

Bob Clark moved, and Tom Budnik seconded, to review the format and hold discussion of this agenda item until the following day. MOTION CARRIED.

Chuck Schwahn moved, and Brenda Benson-Burrell seconded, to adopt the proposed framework. MOTION CARRIED.

Section 700 (listed in Appendix A) was revised to read "Relationships with Committees, Groups, and Other Organizations."

Frances Jones moved, and Brenda Benson-Burrell seconded, to separate approval of protocols from approval of the series. MOTION CARRIED.

A. Section 500 - Affiliates
Frances Jones moved, and Ed Hall seconded, to adopt the 500 series. MOTION CARRIED.

The following changes were made:

- 503.7 - the words "according to schedule" substituted for "in a timely manner"
- 507.1 - add the words "or his or her designee"
- 508 - the words "consistent with mission and beliefs" substituted for "in the spirit of"

Brenda Benson-Burrell moved, and Charles Patterson seconded, to approve the protocols. MOTION CARRIED.

B. Section 810 - Membership
John noted that this section doesn't have any old policies or any protocols. This item was tabled until the next Council meeting.

C. Section 830 - Publications
Frances Jones moved, and Ed Hall seconded, to adopt the 830 series. MOTION CARRIED.

The following change was made:

- 834 - addition of the words "under the supervision of the Executive Director" to first sentence
Ed Hall moved, and David Rainey seconded, to approve the protocols. MOTION CARRIED.

Brenda Benson-Burrell moved, and Ramón Claudio-Tirado seconded, to transfer Section 831 (Publications Provided as Member Benefits) from the protocol section to the policy section. MOTION CARRIED.

D. **Section 850 - Annual Conference**
Ed Hall moved, and Frances Jones seconded, to adopt the 850 series. MOTION CARRIED.

Ed Hall moved, and Frances Jones seconded, to approve the protocols. MOTION CARRIED.

The following change was made:

- 855 (under Protocols) - substitute the word "beliefs" for "values"

E. **Section 870 - Networks**
Bob Clark moved, and Ed Hall seconded, to adopt the 870 series. MOTION CARRIED.

The following changes were made:

- 872.2 - delete "in a timely manner" and substitute the "by a scheduled deadline"
- 872.6 - Susan will continue to work on this

F. **Section 890 - ETRC**
Charles Patterson moved, and Jan Adkisson seconded, to adopt the 890 series. MOTION CARRIED.

The following changes were made:

- 891 - substitute "proposal" for "mission"
- 892 - substitute "proposal" for "mission"

Diane said more sections will be up for review in March. Tom Budnik voiced frustration that the review process moved so quickly, and Art Steller said that more time will be devoted to the review process in the future. Ramón Claudio-Tirado remarked on the good job done by the staff.

(revised 2/95)
11. **Endorsement of a Commemorative Postage Stamp**
Endorsement of a commemorative postage stamp was approved under the Consent Agenda. MOTION CARRIED.

12. **Associate Membership in CIDREE**
Art Steller noted this item was discussed last year and it came up again at the Board of Directors' meeting. Barbara Talbert Jackson asked if membership would be costly and what the benefits would be, and Susan listed several reasons for joining. She said that, at present, CIDREE offers only full and associate memberships but may develop other categories of memberships. Frances Jones said we should join if ASCD is really serious about internationalization.

Frances Jones moved, and Barbara Talbert Jackson seconded, to apply for associate membership in CIDREE. MOTION CARRIED.

Bob Clark said we can't predict the potential benefits from this relationship; this opportunity may prove momentous and may have much potential. Charles Patterson mentioned that membership has implications for the budget and Art Steller noted that membership may provide revenue as well. Brenda Benson-Burrell asked about the level of involvement; Art said he attended CIDREE's General Assembly meeting last year and will attend again this year in order to maintain continuity, but a staff member should attend future meetings.

13. **Input into Draft ASCD Vision Statement**
Council members read articles about vision by Hammer and Champy and Senge, paired off, and shared important points from this material. They reviewed the draft vision statements and formed small groups to consider four questions: a) do these statements help you see what ASCD will look like in the future? b) are they inspirational; are you proud of them? c) do they change the basis for competition in your field? and d) to what extent do you believe these statements and would they inspire the staff?

Isa Kaftal Zimmerman asked about the intended audience, and Diane responded that the statements were designed in a way so that staff can carry them out and they are intended for public consumption.

The groups discussed the vision statements for about twenty minutes, and the facilitators made reports.

Art Steller noted that the staff has spent a lot of time on this, and Gene said that the previous suggestions could serve as important insight for staff to use to reframe the vision statement and that the staff's initial reaction would not be negative—the feedback will be instructive and will help the staff move forward.
Frances Jones noted that the vision statement ought to be imprinted in our minds, whether we publish it or not, because it's a customer focus; ASCD is a service organization. John said he was proud of the "every member satisfied" statement because the idea of customer service is in the culture of the organization.

For input only, no motion required.

14. **Recommendation for 2003 Annual Conference Site**
The recommendation for the 2003 Annual Conference site was approved under the Consent Agenda. MOTION CARRIED.

15. **1996 Annual Conference Theme and Strands**
Charles Patterson said the Conference Planning Committee staff was outstanding, very creative, had a great two days, and spent hours developing the theme, which is intriguing and powerful. The theme lends itself to different interpretations according to individuals; it has an international feel and is a creative self-expression. He mentioned that the committee had used Art Combs' book, *Perceiving, Behaving, and Becoming*, and mentioned that John Dyer had said that, if we're serious about the Strategic Plan, the strands should be linked to goals in the Strategic Plan.

Bob Clark moved, and Isa Kaftal Zimmerman seconded, to approve the 1996 Annual Conference Theme and Strands. MOTION CARRIED.

16. **1995-1996 Professional Development Institute Schedule**
The 1995-1996 PDI Schedule was approved under the Consent Agenda. MOTION CARRIED.

17. **Report on Collaboration with the Kentucky Department of Education to Develop the Only the Best Web**
Tom Budnik moved, and Bob Clark seconded, to receive the Report on Collaboration with KY Dept. of Education to develop the *Only the Best Web*. MOTION CARRIED.

18. **Report on Publications Sales**
The publications sales report was received under the Consent Agenda. MOTION CARRIED.

19. **Progress Report on ETRC Product Sales**
Charles Patterson moved, and Brenda Benson-Burrell seconded, to receive the progress report on ETRC product sales. MOTION CARRIED.

20. **Progress Report on NCATE Collaboration**
Bob Clark moved, and Isa Kaftal Zimmerman seconded, to receive the NCATE Collaboration progress report. MOTION CARRIED.
Ramón Claudio-Tirado congratulated Susan Nicklas on preparation of this material and said he thought it was a fine job.

Bob Clark moved, and Brenda Benson-Burrell seconded, to receive the Info-Net Progress report. MOTION CARRIED.

22. Progress Report on Planned Collaborative Project on Religion and Education
Ron distributed a draft statement that ASCD and the Freedom Forum are developing with others. He said he's planning a session at Annual Conference and he would like to have examples from Council members of things done in their districts with the help of traditionalist Christians. Gene reported on a Forum of Education Organization Leaders meeting he and Art Steller had attended that included an array of very different individuals, including Arnie Burron, whom Ron has invited to Annual Conference, and Mr. Burron had spoken to the fact that some members of the religious right don't understand their own programs and then have difficulty communicating with the public. Diane said some of our members are traditional Christians--we, too, are diverse.

Art said the materials were well done and achieved our purpose. Ron said this is going forward on two fronts: working with Arnie Burron and Bill Spady, who are working with Bob Simonds; and our own initiatives with Focus on the Family, the National Association of Evangelicals, and others, and Diane commented that the draft statement is the latest but not the final draft of what we hope to take to leaders in Christian organizations.

Ed Hall moved, and Charles Patterson seconded, to receive the Planned Collaborative Project on Religion and Education progress report. MOTION CARRIED. Chuck Schwahn asked if the materials could be shared with the public; Art said this question should be reviewed and Charles mentioned that this information should appear in the Executive Council handbook.

23. Status Reports

23.1 FY 94 Unaudited Financial Report
John reviewed the format of the unaudited financial report and noted that ASCD now has a full accrual financial statement that will pass auditors' scrutiny. He noted that some of the figures might change depending on how the auditors treat the accrual adjustments and the inventory. Gene noted that the budget-making process is in transition and, as the Strategic Plan evolves, we may see other instances where placement and adjustments in the overall focus may be needed. Isa Kafat Zimmerman said she appreciated the summary. Gene said that, since the column format seems to be helpful, we will continue to use it.
John noted the correction on page 185(r) - the excess income over expenses figure should read $356,000 - and he noted that the Executive Council had mandated a $400,000 surplus. He expressed optimism about finding additional savings.

For information only; no motion required.

23.2 **FY 95 Budget**

John reported that the next time the budget is done, salaries of staff who have responsibilities across units will be assigned proportionately to these units. Bob Clark asked the Council members what else they wanted to know on this form, because their questions would drive the format, and he suggested adding categories for staff travel and staff development by department. Art Steller asked, "What is it the Council needs to know about programs that will help the Council make good decisions in the future?"

John said he expects that a new accounting system should offer the kind of flexibility the Council would like to see. Gene noted that a more definite delineation of this type of information would be extremely helpful as products change and we go about reallocating resources to drive new products. John asked the Council to continue thinking of ideas or ways to recast the budget. Art said he would like to know the assumptions of how funds are allocated; Isa Kaftal Zimmerman mentioned that the ability to call up this information on the computer during the meeting would be helpful. Art noted that we have made much improvement in this area.

Information only; no motion required.

23.3 **ASCD Investment Portfolio**

The review of the ASCD investment portfolio was received under the Consent Agenda. **MOTION CARRIED.**

23.4 **Disposition of Cameron Street Property**

The review of the disposition of Cameron Street property was received under the Consent Agenda. **MOTION CARRIED.**


John reported that progress has been somewhat limited; the documentation provided in the Council materials reports on what we're doing to implement the recommendations over a three-year period. Art Steller asked for an update on staffing in the Accounting Department; John reported that two new positions are earmarked for FY 95 and two more in FY 96. Additional staff is required for two reasons: to satisfy the auditors' request that accounting functions be
realigned and to handle the responsibilities entailed in moving towards a true accrual accounting system. John noted there would be no need for internal audits every year if proper internal controls were installed.

Tom Budnik moved, and Bob Clark seconded, to receive the Status of the Implementation of Management Letter Recommendations progress report. MOTION CARRIED.

23.6 **Status Report on Property Tax Ruling**
John reported that ASCD has not received any information on the forthcoming property tax rulings.

Tom Budnik moved, and Charles Patterson seconded, to receive the Property Tax Ruling status report. MOTION CARRIED.

24. **Five-Year Budget Projections**
John distributed a revised five-year projection and he reviewed the various assumptions in the projection. Art Steller asked that the assumptions appear in writing in the future.

For information only; no motion required.

25. **Disposition of Large Assets**
Tom Budnik moved, and Charles Patterson seconded, to authorize in advance the sale of any substantial ASCD asset. MOTION CARRIED.

26. **Contingency Planning Work**
Mikki said the written materials were a product of last June's work—looking at contingencies that would have a potential to impact ASCD as an organization and laying out different scenarios and ASCD's options for dealing with them. Art Steller said that the scenario "ASCD no longer seen as best value--ASCD logo a liability" was really two issues. Isa Kaftal Zimmerman said that it is really interesting to look at these scenarios after the Technology Planning Committee had met; they had looked at them as targets of opportunity. Bob Clark commented that this document was a strategic document.

Isa said one more step needed to be addressed: what actions do we take? Art noted that the rest of the positions will be filled in at the next meeting, and Bob suggested that the document contain a calendar.

For information only; no motion required.
27. **Vision Statement**
   This item was handled as a part of Item 13. The draft statement was sent back to staff for further development before Council adoption.

28. **Establishment of ASCD Archives**
   Frank reviewed the material on the preliminary investigation into the establishment of an archive, which had been requested by a former ASCD officer. He noted that this could be a fairly substantial activity, and suggested studying it over the next six months.

   Frank said that criteria needs to be developed for the selection of materials. Tom Budnik stated there was positive value to doing this; Isa Kaftal Zimmerman noted the $5,000 in the current budget for this.

   Charles Patterson moved, and Tom Budnik seconded, to authorize establishment of an ASCD archive. MOTION CARRIED.

29. **Recommended Executive Council Calendar**
   Gene reported that the calendar had been adjusted slightly to avoid conflict between the Alexandria Council meetings and the international study tours.

   Brenda Benson-Burrell moved, and Ed Hall seconded, to receive the recommended Executive Council calendar. MOTION CARRIED.

30. **Role of Executive Council Members**
   Art Steller commented on the changing role of the Executive Council from a management to a policy body. Council members shared issues relating to the Executive Council's role and agreed to a series of modifications to the agenda development process, Council handbook, consent agenda, process observations, etc. Several of these new procedures will be instituted at the March meeting based on working group recommendations.

   For discussion only, no motion required.

31. **Market Share and International Members**
   Susan distributed copies of a memo to Gene that describes a pilot program to establish international distributorships, an activity developed in response to a recommendation from the Strategic Priorities Group, and she reviewed the purposes or reasons. She said that ASCD had the resources to follow the recommendation of targeting three different areas. Gene noted this is an opportunity to put ASCD in a position of being proactive and that he has received numerous requests from other organizations to distribute our materials, but we don't know much about those organizations and we must be very careful--Susan's suggestion of using ASAE is good and there are others as well whom we can contact for additional information. Ron said this would be a
distributorship that would sell our current products at current prices, and Susan said that since this is a pilot program, we would watch this carefully, and from these three regions we will learn enough to determine whether to carry on and she explained that Canada was one of the three targeted areas because we have the largest number of non-U.S. members there.

For information only, no motion required.

32. Process Observations
Art Steller said that each meeting is a little better planned than the previous one. Council members agreed that the first two days were very well planned and couldn't have been done any better. The two-day Council meeting had to deal with two and a half to three days' worth of work and it's hard to gauge how long each agenda item will take. Art thanked Council members for enduring these last four days and commended everyone on the spirit with which the work was tackled. The degree of follow-through on the work on the proposed policies was apparent. Helené said she really appreciated the flexibility and willingness of the Council to help us grow as a learning organization and for dealing with some "touchy" subjects. Bob Clark thanked Art and Gene for their flexibility in dealing with a last-minute agenda item. Tom Budnik noted that some participants might want to attend to spiritual needs on Sunday or other days; we need to pay attention to time needed for religious observations.

Gene said he would investigate the cost of flying to Annual Conference on Wednesday for dinner; he will report back to the Council as soon as possible.

The meeting adjourned at approximately 5:00 p.m. on Sunday, October 23, 1994.

Attachments:  Revised policy sections
               Affiliate Advisory Committee meeting minutes
               Checklist for affiliate strategic and diversity plans
               Networks Advisory Committee meeting minutes

11/14/94/bdr