EXECUTIVE COUNCIL MINUTES

June 23-24, 1995
ASCD EXECUTIVE COUNCIL  
Friday-Saturday, June 23-24, 1995  
Holiday Inn Old Town  
Alexandria, Virginia

MINUTES

ATTENDING
Charles Patterson, President; Frances Faircloth Jones, President-Elect; Arthur Steller, Immediate Past President; Janice Adkisson (VA); Kay Awalt (TN); Brenda Benson-Burrell (NJ); Marge Chow (WA); Edward Hall (AL); Joanna Kalbus (CA); Margret Montgomery (TX); David Rainey (AR); Charles Schwahn (SD); Judy Stevens (TX); Sherrelle Walker (WA); and Isa Kaftal Zimmerman (MA).

ASCD Staff
Gene R. Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Director on Special Assignment; Ronald Brandt, Director of Publications; John Bralove, Director of Administrative Services; Vicki Hancock, Interim Director of Education and Technology Resources Center; Helené Hodges, Director of Collaborative Ventures; Susan Nicklas, Director of Field Services; Michelle Terry, Director of Professional Development; Becky DeRigge, Executive Assistant; and Maritza Bourque, Administrative Assistant.

Friday, June 23, 1995

CALL TO ORDER
President Charles Patterson called the meeting to order at 8:30 a.m.

1. **President's Remarks.**
President Patterson announced that Immediate Past President Arthur Steller was unable to arrive until late Friday; therefore, the agendas for Friday and Saturday would be revised, including moving the Executive Session to Saturday. President Patterson welcomed the new Council members. He mentioned that Doug Gruber was unable to attend the meeting because of family commitments but would attend the November 1995 and March 1996 Executive Council meetings. President Patterson noted the newly revised Executive Council and Officers' Handbook, particularly the section on the responsibilities and roles of Council members.

President-Elect Jones distributed a copy of "Lessons Learned from a Seasoned Council Member," which Executive Council members agreed should become a part of the Executive Council handbook.

**Decision Support Software Activity.**
Diane Berreth explained that the purpose of the activity was to consider the new draft of Strategic Goal 1 (members would vote on the proposed change of language) and to familiarize Executive Council members with the software. Frank Betts distributed copies
of the original Goal 1 and the new draft of the goal. President-Elect Jones reviewed the
development of ASCD's Strategic Plan, and Diane Berreth reviewed the work of the
Strategic Priorities Group (SPG). Frank introduced Melody Ridgeway, Bob Shannon,
Kenny Moir, Mikki Terry, and Agnes Crawford, who assisted Council members during
the activity. Council members then used the software to provide feedback on "pluses,"
"minuses," and "interesting" attributes of the proposed language; the power of the new
draft goal strategies; and other significant strategies the SPG should review.

Council members commented on the usefulness of the software, and President Patterson
thanked ASCD staff for arranging the activity. Printed copies of the Council's feedback
were distributed later in the day.

**Other.**
Gene Carter distributed expense forms and rosters and reminded Council members of the
reception at ASCD headquarters at 1:15 p.m. John Bralove distributed copies of the
management letter from Stokes & Company relating to agenda items 12 and 13.

President Patterson announced the addition of several other agenda items: consideration
and approval of a conference chair; discussion of future Executive Council trips to be
held outside the United States; and discussion of funding Executive Council attendance at
Annual Conference.

Marge Chow moved, and Margret Montgomery seconded, to add those items to the
agenda. **MOTION CARRIED.**

Diane mentioned the need for another agenda item, which was a vote on a revision to
Strategic Goal 1. Charles Schwahn, Janice Adkisson, and Margret Montgomery
volunteered to assist Diane in reworking the language of the goal, basing changes on the
feedback provided by Council members in the decision support session and to bring the
revision back to the Council later in the day.

Brenda Benson-Burrell moved, and Joanna Kalbus seconded, to add that item to the
agenda. **MOTION CARRIED.**

(The order of the agenda items was revised.)

2. **Consent Agenda.**
The following agenda items were recommended for placement on the Consent Agenda: 2
(approval of March 1995 minutes), 15.3, 19, 20, 21, 22, 23, 27, 31, 32, 33, 39, and 40.

Frances Faircloth Jones moved, and Charles Schwahn seconded, to place the above listed
items on the Consent Agenda. **MOTION CARRIED.**
Change in Agenda.
President Patterson suggested moving agenda items 5, 6, 7, 8, 9.1, 9.2, and 11 to Saturday’s Executive Session.

Margret Montgomery moved, and Kay Awalt seconded, to move the above items to Saturday’s Executive Session. MOTION CARRIED.

President Patterson noted that agenda item 17 would be discussed on Saturday.

3. Selection of Process Observers.
David Rainey and Isa Kaftal Zimmerman volunteered to serve as process observers for the meeting, using the checklist provided in the notebook materials as a guideline.

4. Approval of March 1995 minutes.
Minutes were approved under the Consent Agenda (one typo was noted). MOTION CARRIED.

(Agenda items 5-9.2 were considered in Executive Session.)

Frank referred to the written summary included in the Council notebook and noted that many of the positions described in Recommendation 12 represent existing staff and not new positions. He explained how the 800 number would be phased in and how the quality of service and the staff’s stress level would be monitored. Gene mentioned that any new equipment would be transferable to ASCD’s new headquarters. Janice Adkisson asked for a chart to assist in understanding the acronyms. Sherrelle Walker and other Council members congratulated the staff on this work, and President Patterson mentioned the Customer Service Center staff’s high level of excitement.

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

(Agenda item 11 was considered in Executive Session.)

12. Receive auditor’s management letter for FY 95.
John Bralove introduced Steve Darr from Stokes & Company. Mr. Darr summarized last year’s management letter. He stated that he was satisfied with progress made to date in implementing last year’s recommendations and presented the three recommendations contained in this year’s letter.

Brenda Benson-Burrell moved, and Sherrelle Walker seconded, to receive the management letter. MOTION CARRIED.
13. **Receive staff's response to management letter.**
John Bralove introduced Jay DeFranco, Manager of Financial Services. John distributed copies of the staff's response to the auditors' management letter and reviewed three areas of the response. He noted that progress in complying with the previous year's letter had been accelerated and that he expects full centralization to be implemented by September 1 (more information can be found under agenda item 9.2). Council members expressed appreciation to Steve Darr for his report.

Judy Stevens moved, and Kay Awalt seconded, to receive the staff's response. MOTION CARRIED.

14. **Present an overview of activities on Internationalization Structure Study.**
Susan Nicklas referred to the sixth goal of the Strategic Plan and noted that because ASCD is becoming more international, the current organizational structure may not suffice; new structures need to be in place to deal with members' needs. She mentioned that five percent of ASCD's 200,000 members reside outside the United States in 110 countries; a majority of that five percent live in Canada but the number is shifting. She referred to the formation of a staff planning group called the Internationalization Team and reviewed the team's work, including the development of four models of alternative structures. Council members were asked to meet in small groups to evaluate those four models, and recorders of the small groups reported to the entire group.

Judy Stevens noted the need to develop a structure to represent members whose interests were not necessarily represented at the meeting, and Susan listed potential next steps: develop a vision of what ASCD should look like in 20 years regarding international activities, develop decision criteria to determine which model makes sense, develop a process for broader involvement in the decision, and determine which functions are more important.

President Patterson thanked Susan for her presentation.

No action required.

15. **Executive Council Working Group Reports.**

15.1 **Receive report from Technology Futures Commission**
Isa Kafal Zimmerman commented on how far ASCD has come in the last few months and that ASCD has demonstrated commitment to its beliefs. Council members listed several publications as recommended reading, including *Being Digital*, by Nicholas Negroponte, and *The Monster Under the Bed*, by Stanley Davis.

Ed Hall moved, and Frances Faircloth Jones seconded, to receive the report. MOTION CARRIED.
15.2 Receive report from Nominations Group and appoint members to the Nominations/Elections Review Committee.
Diane Berreth said the committee will meet once for two days and provide a report to the Executive Council in November.

Council members agreed that Janice Adkisson should serve as Council liaison to the committee.

Diane reminded Council members that the persons nominated for appointment had been recommended by Executive Council members and senior ASCD staff, and she provided background on the seven recommended individuals. Janice Adkisson asked the Council to remember that no one from higher education had been nominated and this is an area we should consider, but it is difficult to find someone who meets all the criteria. Frances Faircloth Jones said that the committee should review the policy that candidates for Executive Council who are not elected can run again the next year (candidates for president-elect cannot), and President Patterson reminded the Council members to bring questions such as this to the committee's attention.

Brenda Benson-Burrell moved, and Sherrelle Walker seconded, to receive the report and to accept the seven recommended individuals (Janice Adkisson [VA], Leo Corriveau [NH], Lucien Larmonie [Curacao], Lorraine Monroe [NY], Mary Ann Ranells [ID], Evelyn Sayers [IN], and Phil Sorensen [WA]) as members of the committee. MOTION CARRIED.

Note: Lorraine Monroe declined after the Council meeting and will be replaced by Linda McKay (D.C.).

15.3 Receive report from Demographic Data Group.
The report was received under the Consent Agenda. MOTION CARRIED.

15.4 Receive status report on Relationships with Affiliates and Members Group.
Frances Faircloth Jones distributed copies of "A Proposed Plan for Executive Council Involvement in Regional Meetings," and she provided some background on the agenda item. She reviewed the criteria for participation and a proposed list of assignments for senior Council members. Council members would attend the regional meetings as representatives of the Executive Council, not as representatives of particular sections of the country, and as a supplement to staff, not as a replacement.

Council members discussed the proposed criteria for participation. Gene said that participation offered opportunities for Council members to be involved with members outside the affiliate area, and he spoke to the validity of the criterion on seniority. He also reminded Council members that participation must be as cost
effective as possible; John noted that this expense was not factored into the FY 96 budget but could be included in the third draft. Sherrelle Walker said we could try this, but the Council should come back and review the criteria again. Marge Chow said she would like to see information on what is expected from the Council members who participate in the regional meetings. Susan said that the regional field directors are redefining their roles and that she would provide this information to Council members. Isa Kaftal Zimmerman noted that attendees should share their experiences in writing.

Margret Montgomery moved, and Sherrelle Walker seconded, to receive the report. MOTION CARRIED.

15.5 Receive report from Budget/Finance Group.
Janice Adkins noted that Robert Clark, whose term as a Council member ended last March, was the other member of the group. She asked if a standing budget committee should be formed to act as a kind of safety net because the budget is becoming more complex. President Patterson referred to the March 1995 minutes that indicated that Executive Council members reached consensus not to form such a committee. Isa Kaftal Zimmerman remarked that the Council should not control or micromanage, but that a working committee might be a good idea. Sherrelle Walker and other Council members voiced opposition to forming a standing committee; Janice clarified that she meant to say "working group" instead of "standing committee."

Judy Stevens moved, and Isa Kaftal Zimmerman seconded, to receive the report. MOTION CARRIED.

16. Discuss status of working groups.
President Patterson reviewed the history of the established working groups and noted that those groups did not replace the work of the staff, were very task oriented, and not intended to be ongoing; and that the Executive Council decides whether a working group is needed. He said the groups disband after completion of their work.

Charles Schwahn moved that the working groups disband and be reconfigured as needed.

Isa Kaftal Zimmerman moved, and Frances Faircloth Jones seconded, to amend the previous motion by dropping the words "and be reconfigured as needed," because the Constitution provides for the establishment of the working groups. MOTION CARRIED.

Charles Schwahn moved, and Marge Chow seconded, that the working groups disband. MOTION CARRIED.
17. **Receive status report on relationships with past ASCD presidents and ASCD executive directors** (discussed on Saturday).

Arthur Steller reviewed the Council's discussion last March on how best to maintain involvement by past presidents and past executive directors. Gene noted that past presidents and past executive directors received the minutes of the March 1995 Executive Council and Board meetings, as well as a copy of the annual report, and would continue to receive them. Arthur Steller noted he received several notes of appreciation for the documents. He said the past presidents and executive directors will be recognized during Annual Conference and that another status report will be provided at the November Executive Council meeting. He noted they were given a lifetime ASCD membership, and Gene reminded the Council members that information was being solicited from the two groups for the ASCD archives. Arthur Steller mentioned that the two groups should receive invitations to the various receptions at Annual Conference and that they should understand that their conference registration fees are waived. Kay Awalt suggested that we relay this information by letter to the past presidents and executive directors.

No motion required.

18. **Adopt proposed action plans on new ASCD positions.**

Diane Berreth distributed copies of the action plans for the two ASCD positions, and she reviewed the action plan goals for each. She noted that an issue of *Educational Leadership* would be devoted to school time and space (including an interview with Fred Newmann of the Center on Organization and Restructuring of Schools) and that the action plans will change over time.

Joanna Kalbus moved, and Marge Chow seconded, to adopt the proposed action plans for the two positions. **MOTION CARRIED.**

19. **Receive progress report on ASCD's Information Management System Plan.**

The progress report was received under the Consent Agenda. **MOTION CARRIED.**

20. **Receive evaluation of 1995 Annual Conference Report.**

The report was received under the Consent Agenda. **MOTION CARRIED.**

21. **Review potential Annual Conference sites for 2004 and authorize staff to seek proposals from central U.S. sites.**

The authorization was received under the Consent Agenda. **MOTION CARRIED.**

22. **Provide input on topics, issues, and consultants for 1995-96 Professional Development Institute series.**

This agenda item was placed under the Consent Agenda. **MOTION CARRIED.**
President Patterson asked Council members to return their completed "Suggestions for 1996-97 Schedule" forms (included in their materials) to Mikki Terry.

The report was received under the Consent Agenda. MOTION CARRIED.

24. **Appoint Executive Council representative to the Affiliate Excellence Award Selection Committee.**
Margret Montgomery moved, and Isa Kafat Zimmerman seconded, to appoint Sherrelle Walker as the Executive Council representative to the Affiliate Excellence Award Selection Committee. MOTION CARRIED.

25. **Provide input into the Urban Education initiative for future direction.**
Helené Hodges provided historical information on the Urban Education initiative and reviewed the notebook materials. Council members met in small groups, and facilitators provided feedback on the proposed plan and recommended activities.

Helené distributed copies of an updated "Potential ASCD Action Plan Collaborators Meeting Schedule." Gene noted that the proposed 1996 ASCD Urban Education Reform Initiative Activities were a "best guess" of possible activities and don't take into consideration any suggestions made by Council members in their small-group sessions; those suggestions, combined with input from the September meeting of the Urban Education Advisory Board (UEAB), will form the basis for determining next steps; this is just the beginning. He also said that money will have to be available to help us go forth with a set of recommendations based on today's and future conversations. Janice Adkisson asked for clarification on how the $10,000 approved last March was used and how this action plan differed from the earlier one. Gene said the action plan continues to evolve. The plan lays out what the UEAB feels we ought to be about but the UEAB Board members are not necessarily ASCD members. How those particular pieces play out is something yet to be determined. At the point that the plan was presented, there was uncertainty as to what the scope of ASCD's commitment ought to be in pursuing any one of the five recommended activities in the proposed plan. Gene noted that we need to distinguish between what ASCD wants to participate with others on and what to take the lead on; the plan represents the work of the UEAB to date. Helené said this plan is a summary of the January deliberations of the UEAB.

Frances Faircloth Jones moved, and Margret Montgomery seconded, to permit staff to move ahead with next steps, based on information provided today and in past conversations, with resources up to $30,000.

Judy Stevens asked for clarification on how the $30,000 would be used. Gene noted that the work of the UEAB is not the only item we need to address in attempting to realize the goal; the work is one major strategy and we'll need to look at the results from the UEAB's September meeting. Any activities or proposed expenditures will be communicated to the
Council before we move ahead with it. Sherrelle Walker asked for clarification on the next steps to be taken. Gene said that (1) the next and final meeting of the UEAB is already scheduled for September; (2) we need to reflect on information gleaned today, which provides guidance on what to do next; and (3) we need to follow up on activities suggested from today's conversation. Isa Kaftal Zimmerman noted that a matrix should be developed that would provide more information.

Margret Montgomery withdrew her second and Frances Faircloth Jones withdrew the motion.

Charles Schwahn said the staff has good guidelines from today's conversation, and they will be taken into consideration.

President Patterson distributed copies of a letter from Dr. Ellen Wolf, Superintendent of Walla Walla Public Schools, which outlines her concern about ASCD's allocation of resources in two areas: self-renewal and children of the poor.

No action required.

The meeting was adjourned at approximately 5:50 p.m.
Saturday, June 24, 1995

CALL TO ORDER
President Patterson called the meeting to order at 8:30 a.m. He welcomed Immediate Past President Steller and reviewed the remaining agenda items.

Brenda Benson-Burrell moved, and Margret Montgomery seconded, to move into Executive Session. MOTION CARRIED.

Margret Montgomery moved, and Kay Awalt seconded, to end the Executive Session. MOTION CARRIED.

26. Adopt modifications to ASCD policies.
President Patterson asked for comments or questions on any section of the modified policies. Diane reviewed the history of the agenda item and the format of the policies for the benefit of new Council members. She said a full set of policies will be provided in November. The protocol included in the Governance section relating to how to handle deaths of past presidents and others is included as an example; it was specifically requested by the Council at its March 1995 meeting. She asked that pp. 158-160 be stricken. Sherrelle Walker asked staff to develop a matrix that would outline Executive Council responsibilities in relation to staffing issues.

Governance:
Section 204.1 (new policy) - Vacancies in Elected Positions
The words "of two" will be added after the word "slate."

The policy now reads "When Review Council vacancies occur for a person who has two years or more left to serve, the president appoints three Board members to prepare a slate of two for a Board election to complete the term."

Section 205 (new policy) - Succession of Office
Marge Chow moved, and Isa Kaftal Zimmerman seconded, to change the January 1 date to September 1. MOTION CARRIED.

The policy now reads "If the president is unable to serve the Association for any reason during the year of presidency, the immediate past president continues to act in the presidential capacity until September 1 at which point the president-elect assumes the duties of the president through the expiration of his or her own term of office."

This information will be included in the Executive Council and Officers' Handbook.

Section 207 (protocols) - Communications
Diane said staff would be sensitive to the quality of treatment; President Patterson asked the staff to continue to look for ways to clarify this protocol.
Section 207.2 (policy) - Communications
(a) The words "Either the president or" will be eliminated from the second sentence.

The policy now reads "When official statements of ASCD are made, the executive director and the president reach agreement on both the substance of the statements and who is to make them. The executive director may make official comments on issues, and should keep the president informed when this is done. The executive director is authorized to endorse statements of position, but confers with the president in a timely fashion and seeks Executive Council approval when appropriate."

(Note: The second sentence was further edited to reflect the intent and proper grammar.)

Ed Hall noted that ASCD should ensure that whatever is adopted by the Board (Governance and Membership Participation Panel) is not circumvented by this statement.

Section 301.6 (old policy):
Diane said that 301.6 and 301.6.1 would be brought forward as new policies.

Section 301.6.1 (old policy):
President Patterson said the Nominations Committee should be reminded of this policy.

Section 302.1.1 (old policy):
Disposition should read "Moved to 202.5 Under-represented groups."

Section 302.12.5 (old policy):
Diane said this policy had not been adhered to up to now.

Margret Montgomery moved, and Judy Stevens seconded, to adopt the policies as revised. MOTION CARRIED.

Diane said that other sections that should have been presented to Council at its June meeting will be presented in November.

27. Receive progress report on the National Council for Accreditation of Teacher Education (NCATE) collaboration.
The progress report was received under the Consent Agenda. MOTION CARRIED.

28. Receive report on project on religion and education.
Ron Brandt updated Executive Council members on work planned beyond the signing of the statement of principles. Diane mentioned that other religious and educational groups will have an opportunity to sign onto the statement. Margret Montgomery complimented the staff on their work, and Diane acknowledged Edie Jensen, former Council member, for first bringing this topic to ASCD's attention.
Margret Montgomery moved, and Brenda Benson-Burrell seconded, to receive the report. MOTION CARRIED.

(28.1-28.3 are additional agenda items.)

28.1 President-Elect's appointment of a conference chair (additional agenda item).
Frances Faircloth Jones announced her appointment of Robert Clark as the conference chair and distributed copies of his resume summary. She reviewed the criteria for the appointee, which includes a willingness to accept a three-year commitment and good knowledge of ASCD's structure. She said the conference committee meets once a year for three years.

No action required.

28.2 Vote on revised language for Strategic Goal 1:
Margret Montgomery moved, and Janice Adkisson seconded, to adopt the goal language as revised with the understanding that the phrase "children in poverty" could be reworded if necessary. MOTION CARRIED.

The goal now reads "By the year 2001, ASCD will mobilize resources to ensure that children in poverty receive a high-quality education."

28.3 Report on the new Council member orientation session.
Judy Stevens shared feedback on the new Council member orientation session held on Thursday, June 22, at ASCD headquarters. She also shared advice from staff on how Council members could better serve the membership, which will be included in the Executive Council and Officers' Handbook under "expectations." Attendees agreed the session was very informative and productive.

No action required.

29. Review status of FY 95 projected results compared to budget.
John Bralove noted that the projection was based on the first seven months of data. He said he tried to anticipate the next five months, and the report includes all accrual adjustment appropriate at the year's end; the projections are conservative. President Patterson said the annotations were good and eliminate a lot of questions.

No action required.

John referred to prior budget overages that had been authorized by the Executive Council, reviewed four types of overages, and made two corrections to the notebook material. Isa Kafial Zimmerman suggested including figures on those items that will be made up or will be offsetting, and Arthur Steller asked for "underages" to be included.
Kay Awalt moved, and Joanna Kalbus seconded, to receive the report and to authorize action on budget overages. MOTION CARRIED.

31. **Receive status report on investment portfolio.**
The status report was received under the Consent Agenda. MOTION CARRIED.

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

33. **Receive status report on property tax ruling.**
The status report was received under the Consent Agenda. MOTION CARRIED.

34. **Authorize FY 96 budget for transmittal to Board of Directors for approval.**
John Bralove reviewed the budget in the traditional format, including new factors, and in the alternative functions format.

Gene noted that the $71,000 for urban initiatives covers the array of possible activities listed in the materials that were reviewed yesterday and provides for the September meeting of the UEAB and the beginning of follow-up activities; the amount could be pared down but not eliminated. John said the original FY 95 approved budget amount was $61,000; the $71,000 figure represents a transfer based on the Council's action in March (approval of $10,000). Gene said ASCD has gained credibility and goodwill from the UEAB, which has brought ASCD influence in the urban arena. Helene said that the UEAB will respond to questions and feedback from yesterday's discussions, and the Executive Council will receive a report in November. Gene reviewed the Board's charge and said that the final report will include recommendations. He said that leaving the $70,000 in the budget doesn't mean we will spend it; after the Board's report in September and the development of viable strategies, he will come back to the Council for determination of next steps.

John clarified that the "source" column included in the alternative format traces the items back to the traditional budget.

Janice Adkisson expressed a concern from the Nominations Committee that one of the difficulties in recruiting candidates for positions is due to expenses relating to attendance at Annual Conference. She moved that airfare for Executive Council members to Annual Conference be reimbursed, in addition to one night's lodging; Isa Kaftal Zimmerman seconded the motion. President Patterson called for a hand vote; the result was 3 for, 11 against. The policy will remain as is.

Isa Kaftal Zimmerman moved, and Sherrelle Walker seconded, to authorize the FY 96 budget for transmittal to the Board of Directors for approval. MOTION CARRIED.
35. **Receive report on investment policy to allow investment in South Africa.**
Arthur Steller moved, and Judy Stevens seconded, to delete the provision in ASCD's investment policy that does not allow investments in companies that do business in or invest in South Africa or are affiliated with the South African government. MOTION CARRIED.

36. **Receive report on Affinity Program type services.**
Kay Awalt moved, and Charles Schwahn seconded, to not pursue this program at this time. MOTION CARRIED.

37. **Receive progress report on Premium membership pilot program.**
John Bralove provided an update on the success of the pilot program, which he said is more successful than anticipated.

Marge Chow moved, and Margret Montgomery seconded, to receive the report. MOTION CARRIED.

38. **Receive preliminary report agenda and plans for Executive Council meeting in London.**
Susan Nicklas said that Council members could expect more information around August 1, and she reviewed the preliminary plans. She said that a representative from a marketing research group may speak to the Council during its London meeting. Janice Adkisson and Charles Schwahn shared questions and comments they had heard from others about the membership's financing such visits, and other Council members shared the more positive comments they had received. Janice suggested the possibility of attending regional meetings instead of international meetings or holding an international meeting every three years. David Rainey reinforced the suggestion of educating the membership on the advantages of such travel.

Sherrelle Walker said Council members need to be more forceful in expressing their commitment to the internationalization goal; she is concerned about the perception that these trips are "junkets." President Patterson said staff should go forward with plans for the Council's visit to Singapore in 1996, but the Council needs to clarify the rationale for holding meetings outside the United States. Staff will develop a position paper (similar to one used some time ago), and discussion of travel to St. Maarten in 1997 will be held at the November Executive Council meeting.

Judy Stevens moved, and Brenda Benson-Burrell seconded, to receive the report. MOTION CARRIED.
39. Receive calendar of events.
The calendar was received under the Consent Agenda. MOTION CARRIED.

40. Receive status report on student chapter program.
The status report was received under the Consent Agenda. MOTION CARRIED.

41. Provide process observations.
David Rainey offered the following observations of Friday's meeting: There was balanced participation, and Council members demonstrated a willingness to express different points of view. There was much evidence of respect and encouragement; attention was paid to the speakers. There were just a few side conversations and a number of alternatives generated by the discussions. The different points of view added to the richness and quality of the meeting. The leadership was outstanding. Some issues could have been long and drawn out, but President Patterson immediately referenced the information and moved the agenda forward. There was an opportunity for everyone to have his/her say; President Patterson frequently asked if everyone had had a chance to express his/her position. There was real support and agreement at the end; no one person dominated the meeting; and there was good diversity on who made motions.

Isa Kaftal Zimmerman said she had many of the same observations and offered some additional ones: The structure of the meeting provided for variety that kept Council members alert. Saturday's meeting was a little less varied, but there was more humor in the afternoon. The Council did reach a point of contention, but got over it; much of this was due to President Patterson's leadership. This group was both collegial and congenial.

President Patterson expressed his appreciation to the process observers for their comments and to the staff for its work.

Joanna Kalbus moved, and Margret Montgomery seconded, to adjourn the meeting. MOTION CARRIED.

The meeting was adjourned at 4:00 p.m.