EXECUTIVE COUNCIL MINUTES

November 11-12, 1995
ASCD EXECUTIVE COUNCIL
November 11-12, 1995
The Regency Hotel
London, England

MINUTES

ATTENDING
Charles Patterson, President; Frances Faircloth Jones, President-Elect; Arthur Steller, Immediate
Past President; Janice Adkisson (VA); Kay Awalt (TN); Brenda Benson-Burrell (MI); Doug
Gruber (Ontario, Canada); 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,
Associate Executive Director, Operations; John Bralove, Assistant Executive Director, Financial
and Administrative Services; Ronald Brandt, Executive Editor, Educational Leadership; Susan
Nicklas, Assistant Executive Director, Constituent Relations; Michelle Terry, Assistant Executive
Director, Program Development; and Becky DeRigge, Executive Assistant.

Saturday, November 11, 1995

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

1. President's Remarks.
   President Patterson welcomed the members of the Executive Council and thanked the
   ASCD staff for arranging the previous evening’s reception and dinner at the Reform Club.
   He noted that Marge Chow was absent due to illness. President Patterson reminded the
   Executive Council members that the agenda was a challenging one and provided the
   Council with opportunities to make a mark for children.

2. Selection of Process Observers.
   Chuck Schwahn and Margret Montgomery agreed to serve as process observers and to
   use the checklist provided in the notebook materials as a guideline.

3. Approval of June 1995 minutes.
   The minutes of the June 1995 Executive Council meeting were approved under the
   Consent Agenda. MOTION CARRIED.

4. Establishment of consent agenda.
   President Patterson recommended the following agenda items be placed on the consent
   agenda: 3, 5.3, 7.2, 7.3, 7.5, 7.13, 10, 11, 13, 14, 15, 17.3, 17.4, and 17.6.
Frances Faircloth Jones moved, and Brenda Benson-Burrell seconded, to place the above-listed agenda items on the Consent Agenda.  MOTION CARRIED.

Ed Hall moved, and Margret Montgomery seconded, to move into Executive Session.

(Agenda items 5-6 were considered in Executive Session.)

Joanna Kalbus moved, and Judy Stevens seconded, to end the Executive Session and move into open session.

7.1 Adoption of recommendations for advisory committee structure and receipt of 1996-1997 committee vacancies.
Arthur Steller moved, and Sherrelle Walker seconded, to adopt the recommendation for a modified advisory committee structure that better aligns with ASCD’s new organizational plan and to receive the report of committee vacancies for 1996-97.  MOTION CARRIED.

Diane Berreth said she would remind Executive Council members, via fax, of committee vacancies for Council recommendations.

7.2 Receive report on Affiliate Advisory Committee.
The report on the Affiliate Advisory Committee was received under the Consent Agenda.  MOTION CARRIED.

7.3 Receive report of the Affiliate Excellence Award Selection Committee.
The report of the Affiliate Excellence Award Selection Committee was received under the Consent Agenda.  MOTION CARRIED.

Susan Nicklas announced five award recipients: Pennsylvania (overall); Ohio (governance); Illinois (program); and Iowa (two awards: communication and program).

7.4 Receive report of Networks Advisory Committee.
Susan Nicklas expressed the Networks Advisory Committee’s concern about funding networks such as Dimensions of Learning and Curriculum Handbook that are organized around ASCD products. President Patterson suggested that this question could be revisited at the March 1996 Executive Council meeting after the Advisory Committee’s further discussion of the issue at its March meeting.

Isa Kaftal Zimmerman moved, and Brenda Benson-Burrell seconded, to receive the report.  MOTION CARRIED.

7.4.1 Adopt recommended networks program policies.
Arthur Steller moved, and Margret Montgomery seconded, to adopt the recommended networks program policies 872.9 (requires networks to hold a forum or session at
ASCD’s Annual Conference), 872.10 (requires networks to provide representation at an annual network facilitators’ meeting), and 872.11 (prohibits network endorsement of products and services without permission from ASCD). MOTION CARRIED.

7.5 Receive the report of the Technology Futures Commission.
The report of the Technology Futures Commission was received under the Consent Agenda. MOTION CARRIED.

7.6 Receive progress report on Review Council activities.
Diane Berreth said the Review Council met in late September to begin its analysis of ASCD teacher membership. She expects the Review Council to make a recommendation to both affiliates and ASCD that supports teacher participation in governing roles in the Association. A report will be made to the Executive Council for transmittal to the Board of Directors at the March 1996 meeting.

Judy Stevens moved, and Ed Hall seconded, to receive the progress report. MOTION CARRIED.

7.7 Receive progress report on Issues Committee.
Diane Berreth said the Issues Committee met at ASCD last week, and she shared results of the recent issues survey. She reviewed the six issues selected by the Issues Committee and reminded the Executive Council of the Committee’s charge. She noted that the six proposed positions are in draft form at this time, and she commended the Committee members for their work. President Patterson reminded Executive Council members of the formal procedures in place for bringing these positions to the Board of Directors. Doug Gruber noted that the meaning of the word “diversity” should be very clear. Isa Kaftal Zimmerman said she would like to see a clearer connection to ASCD’s Strategic Plan and to the work of the Association.

Kay Awalt moved, and David Rainey seconded, to receive the progress report. MOTION CARRIED.

Process observer Chuck Schwahn noted that he was impressed with the concise comments that resulted in very effective use of the Council’s time.

7.8 Receive progress report on the Strategic Plan and adopt modified goal language.
Diane Berreth noted that, since the time the materials in the notebook were written, the Strategic Priorities Group was continuing to meet to focus on the indicators, which still need some review. Arthur Steller questioned the use of the word “quality”; Diane noted the language could be revised.

Kay Awalt moved, and Brenda Benson-Burrell seconded, to receive the progress report and to adopt the modified goal language. The goal now reads “By the year 2001, ASCD
will be one of the most influential forces promoting quality learning to educational policymakers worldwide." MOTION CARRIED.

7.9 Receive report from the Nominations/Elections Review Committee and act on recommendations.
President Patterson said he was impressed with the comprehensive report. Diane Bereth referred to an addendum to 7.9, distributed earlier, that breaks out the proposed Council action. Janice Adkisson reviewed the process that the Nominations/Election Review Committee used to develop their recommendations and noted that Phil Sorensen, immediate past chair of the Nominations Committee, acted as chair of the Review Committee. Council members reviewed the Committee’s four goals and proposed policies. Sherrelle Walker expressed a concern about carrying over one-third of the committee; she felt that a carry-over of two was adequate. Diane said that the Committee members felt that the Nominations Committee would be more effective with greater continuity—the Committee operates confidentially and is more separate from ASCD staff than other committees.

Chuck Schwahn moved, and Brenda Benson-Burrell seconded, to endorse the four goals outlined by the Committee. MOTION CARRIED.

Brenda Benson-Burrell moved, and Isa Kaftal Zimmerman seconded, to adopt all of the Committee’s recommendations with the exception of 3.2.d, 3.2.w, and 4.2.d. MOTION CARRIED.

3.2.d - Appoint one-third of the Nominations Committee each year to serve a second year; within this number would be a possible chair and assistant chair; and 4.2.d - Appoint four members of the Nominations Committee, including the chair and assistant chair, to a two-year appointment beginning with the 1996 committee to provide continuity. (Note: recommendation was duplicated for the sake of continuity in goals 3 and 4.)

Sherrelle Walker moved to strike recommendations 3.2.d and 4.2.d with the result that the composition of the Nominations Committee would remain as is.

Janice Adkisson said it is harder to carry on from year to year; she would like one-third to carry over. Sherrelle Walker said that no more history was carried over with four than with two and that Committee members have access to Executive Council members if needed. Chuck Schwahn said that the time frame may be the same but the depth could be different, and he would argue for approval of the recommendation. David Rainey emphasized that continuity and depth are the issues. Diane said the group gave examples of gaps in information because the meetings are confidential with no written record, and many times alternates have to be used.
Sherrelle Walker agreed to withdraw the motion.

Ed Hall moved, and Art Steller seconded, to increase the carry-over by three members instead of two (10-3 in favor). MOTION CARRIED.

Sherrelle Walker noted that the structure for this committee is a valid one; process and procedures both need structures.

3.2. w - Recommendation to reduce the number of candidates for members-at-large positions from three to two.
Kay Ault noted that moving from three candidates to two for members-at-large positions allows for consistency. Diane Berreth reminded the Executive Council that the Committee felt strongly about this change.

Sherrelle Walker moved, and Ed Hall seconded, to adopt the recommendation. MOTION CARRIED (10-2 in favor).

Joanna Kalbus moved, and David Rainey seconded, to ask staff to provide a progress report at the March meeting on the implementation of these recommendations. MOTION CARRIED.

Arthur Steller asked how to better involve the people who are not elected; Diane Berreth noted that serving on the Executive Council is just one of many ways people could serve the organization.

Kay Ault asked staff to provide names of those persons who are not elected. Diane Berreth noted that current ASCD policies do not address the question of whether a candidate can run for the office of president-elect in consecutive years.

7.10 Receive progress report on relationships with ASCD past presidents and ASCD executive directors.
Arthur Steller reviewed the history of this agenda item and said that the response to his letter to past presidents and executive directors asking for feedback was positive. President Patterson reminded the Council members that past presidents and executive directors will be invited to a luncheon during Annual Conference. Brenda Benson-Burrell suggested updating ASCD in Retrospect since its publication 10 years ago, and Arthur Steller said he would discuss this question with them at Annual Conference.

Brenda Benson-Burrell moved, and Judy Stevens seconded, to receive the progress report.

7.11 Receive report on relationships with affiliates.
Frances Faircloth Jones noted three highlights of the report:
(1) the inclusion of Israel as a new affiliate. Susan Nicklas will make a pre-visit in November.

(2) keeping a close eye on reconfiguration of the regions. Only one affiliate has submitted a written request not to continue in its assigned new region.

(3) visits by Executive Council members to the affiliate regional meetings. Each Executive Council member who attends an affiliate regional meeting will be asked to fill out a form for input on the meeting, including information on affiliate participation and the Council member's reaction and response. Forms will be collected so that all reports will be ready for presentation at the March meeting. Susan will prepare a synthesis of comments submitted by Council members and will have new dates for future visits by the beginning of May.

Susan Nicklas mentioned a fourth activity that the group considered, which was to determine how to provide affiliate access to certain parts of ASCD’s database. She said that, at present, seven affiliates are participating in a pilot project to test the access system. Once the bugs are worked out, it will be released to all affiliates.

David Rainey mentioned that some affiliates felt a lack of involvement regarding their placement in a region, and Doug Gruber noted the importance of looking at significant differences as well as similarities in determining placement.

Sherrelle Walker moved, and Chuck Schwahn seconded, to receive the report. MOTION CARRIED.

7.12 Receive progress report on urban education initiative and adopt priorities recommended by staff.
President Patterson said the report was excellent. Frances Fairecloth Jones reviewed the final meeting of the Urban Education Advisory Board (UEAB) last January. She noted that, as of July 1995, there was still some indecision on the part of some members of the UEAB on how to proceed, so an internal management team was put together by Gene Carter for collaboration of thoughts, and she reviewed the internal management team’s development of its proposed strategies, tactics, and first steps. Gene Carter reinforced that the UEAB was very receptive to the added structure and said there continues to be considerable enthusiasm on the part of some UEAB members for some type of continued role (both individually and collectively).

Isa Kaftal Zimmerman said she was very impressed by the changes, and she noted that the report was appropriately focused. Gene Carter thanked the Council members for their comments and questions at the last two meetings and thanked Mikki Terry for her leadership of the internal management team.
Mikki Terry said that the dollar figures listed in the report do not include staff time and that some of the money is included in this year's fiscal budget ($45,000 remains of the previously allocated money). Isa Kaftal Zimmerman noted that this was the kind of preparation the Council needs to have to predict some of the consequences. She asked for a timeline indicating possible consequences; staff should come back with an action plan. Gene Carter noted that the Council needed to prioritize the suggested options so that more in-depth information could be prepared. Mikki noted that money for the possible policy institute would have to be external money. Some Council members said they didn’t realize they were to choose among the presented options; they thought they were looking at the whole plan. Frances Faircloth Jones noted that ASCD cannot lose momentum on this project, and she listed several activities already in the beginning stages, including forming of partnerships and an *Infobrief* on urban education. Janice Adkisson asked if there were going to be other focuses on children in poverty, besides this effort, with budget implications. Gene Carter noted that the work of the UEAB was but one piece of the poverty goal. Isa Kaftal Zimmerman reminded Council members to look at children in poverty living in rural areas as well as urban areas.

Sherrelle Walker moved, and Brenda Benson-Burrell seconded, to receive the report and ask the members of the internal management team to provide the Council on Sunday with a priority list of those items that would use the $45,000 currently allocated in the budget. MOTION CARRIED.

President Patterson commended the team on its work.

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

8. **Adopt modifications to Association policies.**
Diane Berreth referred to the copies of the policies, distributed earlier, that represented all the work to this point, and she reviewed the information included in the cover page of the material. She reminded the Council members that they would act on material found behind the yellow divider sheets. She noted that the protocols were attached for information only and would be numbered consistently when the Officer and Council handbook is distributed early next year.

Section 102 - Benefits, features, services and entitlements of membership
Ed Hall moved, and Joanna Kalbus moved, to adopt this policy. MOTION CARRIED.

Section 207 - Relationship of the Executive Council to the Executive Director
Frances Faircloth Jones moved, and Brenda Benson-Burrell seconded, to adopt this policy. MOTION CARRIED. Gene Carter noted that (1) the handbook will include protocols; and (2) personnel policies do not originate with the Executive Council.
Section 210 - Working Groups and Committees
Margret Montgomery moved, and Sherrelle Walker seconded, to approve the broad statement listed in Section 210.

Section 210.2.4.1 - Nominations Committee
Diane Berreth offered revisions to the first and third paragraphs.

The first paragraph now reads: “The Nominations Committee consists of 12 members serving one- or two-year terms. Five members are elected annually by the Board of Directors at its first meeting at Annual Conference.”

The third paragraph now reads: “The current president-elect appoints three carry-over members to the committee after consulting with the Committee chairperson. The president-elect designates the Committee chair and vice-chair from among his/her appointees.”

Brenda Benson-Burrell moved, and Chuck Schwahn seconded, to approve this section with the noted revisions. MOTION CARRIED.

Section 300 - Elections
Chuck Schwahn moved, and Kay Awalt seconded, to approve this section. Council members agreed to further discuss Section 302.5: “Additional qualifications for office may be adopted by the Executive Council in keeping with position requirements.” Kay Awalt withdrew the second, and Chuck Schwahn withdrew the above motion.

Council members agreed to further discuss Section 302.5 on Sunday after Diane Berreth has reviewed existing policies that might pertain to this proposed policy.

Section 400 - Budget and Finance
Arthur Steller moved, and Brenda Benson-Burrell seconded, to adopt this section. MOTION CARRIED.

Section 600 - Programs, Products, and Services
Arthur Steller moved, and Joanna Kalbus seconded, to adopt this section. MOTION CARRIED.

Section 700 - External Relationships
Kay Awalt moved, and Brenda Benson-Burrell seconded, to adopt this section. MOTION CARRIED.

8.1 Receive Association protocols.
Chuck Schwahn moved, and Isa Kafal Zimmerman seconded, to receive the protocols. MOTION CARRIED.
9. **Discuss internationalization structure study.**
The agenda item was deferred to Sunday's agenda.

10. **Receive report on Info-Net project evaluation and expansion.**
The report on Info-Net project evaluation and expansion was received under the Consent Agenda. MOTION CARRIED.

11. **Adopt recommendation for 2004 Annual Conference & Exhibit Show site.**
The recommendation of New Orleans as the site for the 2004 Annual Conference & Exhibit Show was adopted under the Consent Agenda. MOTION CARRIED.

12. **Approve 1997 Annual Conference theme and strands.**
Frances Faircloth Jones distributed a copy of “Leading the Vision.”

Arthur Steller moved, and Isa Kaftal Zimmerman seconded, to approve the 1997 Annual Conference theme and strands. MOTION CARRIED.

13. **Adopt 1996-97 Professional Development Institute schedule.**
The 1996-97 Professional Development Institute schedule was adopted under the Consent Agenda. MOTION CARRIED.

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

15. **Receive progress report on religion and education project.**
The progress report on religion and education project was received under the Consent Agenda. MOTION CARRIED.

16. **Receive report on commitment of resources to Forum of Educational Organization Leaders (FEOL) collaboration initiative.**
President Patterson commented that he considers attendance at meetings such as FEOL a real plus, and he noted the high regard that FEOL members have for ASCD’s Executive Director. Gene Carter highlighted the different initiatives captured in the report and noted that the first installment of $3,500 on the amount of $7,500 was paid, and the balance would be paid by the end of the year. Gene also mentioned ASCD’s role in the Committee for Education Funding (CEF); he will report back to the Council with an assessment of ASCD’s trial membership in CEF as it relates to the Strategic Plan. He reviewed materials attached to the report that describe part of the proposed comprehensive strategies, and he mentioned that the materials could be copied and distributed for use by others, including affiliates. He noted that this kind of information was also shared as part of an Affiliate Action mailing. He referred to the structure of the FEOL forum, which is a loose
confederation of executives with no intent to involve the business arena at the present time, and he said that ASCD's relationships with The Business Roundtable and Education Commission of the States (ECS) are other areas that involve businesspeople. Sherrelle Walker suggested that those alliances should be more visible. Doug Gruber said the issue of how to involve businesspeople as well as educators is a good example of the sort of issues ASCD is going to continue to struggle with as it moves toward internationalization, and he suggested the possibility of the establishment of an "international think tank." David Rainey endorsed the expenditure of $7,500 as an affirmation that real influence cannot be isolated.

Brenda Benson-Burrell moved, and Judy Stevens seconded, to receive the report. MOTION CARRIED.

Chuck Schwahn noted that the position we take here has to be a balanced one—we need strong fiscal control. Gene Carter said the work of the Education First Alliance and the FEOL initiative is nonpartisan and is to improve education.

(Agenda items 17.1-20 were discussed on Sunday.)

21. Review position paper on Executive Council visits to international locations.
Susan Nicklas reminded Executive Council members of the history of this agenda item; she noted that a Board member had questioned the rationale for Council visits outside the United States at the March 1995 Board of Directors' meeting. Isa Kafal Zimmerman emphasized the importance of some visible product as a result of our visits that would be useful to the membership. Gene Carter said that one of the strategies outlined was to communicate to the membership the benefits derived from this type of engagement, and that he has asked Ron Brandt to write a summary to share with the membership. Susan Nicklas mentioned that the affiliate structure may provide some opportunities for this as well. Gene Carter said he and Susan Nicklas had explored the possibility of inviting a representative, on a rotational basis by region, to participate in the international meetings. Kay Awalt emphasized the importance of sharing information and background on what occurs at these meetings with the Board of Directors. Doug Gruber suggested a "town meeting" during Annual Conference. Frances Faircloth Jones noted that the international visit meeting agendas should be available to Board members.

President Patterson asked Executive Council members to reflect on this issue and resume discussion on Sunday.

Process Observer Chuck Schwahn said participants were very attentive.

President Patterson adjourned the meeting at 5:00 p.m.
Sunday, November 12, 1995

President Patterson opened the meeting at 8:30 a.m. and reviewed the items deferred or carried over from Saturday's meeting, as well as those listed on Sunday's agenda.

7.12 **Receive progress report on urban education initiative and adopt priorities recommended by staff** (continuation of discussion).

Frances Faircloth Jones said the internal management team recommended the following priorities for FY 96, using the existing $45,000 (and some additional money):

A. Changing Professional Practice and Behavior

*Strategy One: Develop a National Professional Development Network*

Tactic One: (for a total of $20,000) develop or disseminate models of sound professional development in urban settings and identify initiatives that are likely to improve teaching and learning in the urban context ($15,000) and Tactic Two: disseminate results broadly, using a variety of media (cost: $5,000).

*Strategy Two: Develop a Professional Development Information Clearinghouse*

Tactic One: Develop electronic capacity for practitioners to have collegial dialogues with researchers (for a total of $20,000).

Frances Faircloth Jones identified the above items as "quick starts."

B. Influencing State and National Education Policy

*Strategy One: Strengthen ASCD's Public Information about Urban Education*

(Part of) Tactic One: accurately portray conditions under which urban schooling occurs [through the use of] *ASCD Select*, *Infobrief*, and *Education Update* (total of $15,000).

Frances Faircloth Jones said that these recommendations total $55,000 (spending the existing $45,000 and some other money) and that some of the FY 96 priorities could spill over to FY 97.

She said the Team also recommended that ASCD could either seek interested people and ask for financial support or use grants to fund *Strategy Two: Support the Establishment of an Urban Education Policy Institute under “Influencing State and National Education Policy.”* She noted that some existing staff could be used, including possible use of the regional field directors.

Frances Faircloth Jones moved, and Sherrelle Walker seconded, to endorse (1) the UEAB's work as outlined in the November 1995 written report as presented by the internal management team and (2) the priorities for action set forth in the report. MOTION CARRIED.
8. **Adopt modification of Association policies** (continuation of discussion).

**Section 300 - Elections**

302.2 - Qualifications for Office: The proposed policy was revised slightly to read **"Slates of candidates should provide a reasonable balance of membership in geography, race [comma deleted] and ethnicity, gender, and position, taking current officeholders into account."**

302.5 - Qualifications for Office: Frances Faircloth Jones moved, and Joanna Kalbus seconded, to revise Section 302.5 to read **"No person is eligible to be nominated for the same elective office in two consecutive years. Elective office is defined as position title rather than by type of election."** MOTION CARRIED (8-5 in favor).

307.2 - Nominations Committee: This section now reads:

"The Nominations Committee consists of 12 members. **Five members are elected annually from the current or past Board of Directors by the Board at its first meeting at Annual Conference.**

Following the Board of Directors’ election, the Executive Council appoints four members annually to the Committee. The Council attends to Committee balance by appointing members who are diverse in geography, race and ethnicity, gender, and position.

The current president-elect appoints **three carry-over members to the Committee after consulting with the Committee chairperson. The president-elect designates the Committee chair and vice-chair from among his/her appointees."**

308.1 - Slate of Candidates: The proposed policy was revised to read **"The Nominations Committee prepares a slate of two nominees for each vacant position"** as a result of the Council’s motion in agenda item 7.9.

David Rainey moved, and Kay Awaiz seconded, to approve this section as revised. MOTION CARRIED.

9. **Discuss international structure study** (deferred from Saturday’s agenda).

Susan Nicklas reviewed the June 1995 activity in which Council members looked at four different international models; she noted that ASCD may need to develop its own hybrid structure. She suggested that the next step would be for Council members to think about what ASCD would look like in the future. Susan portrayed a scenario 20 years in the future, asking questions about what ASCD would look like in the year 2015. Council members then wrote a description narrative portraying the vision of a future ASCD, using the series of questions Susan offered. Members reported out on key ideas that ASCD’s vision of an international future should include: (1) extensive use of technology; (2) ability
to survey member needs in real time; (3) seamless decision-making; (4) universal access to ASCD materials and governance; and (5) a world-centric view. Susan asked the Council members to submit their written stories and visions to her. She indicated that she will synthesize the visions into a common one and disseminate it to Council for its review. President Patterson thanked Susan for the thoughtful and enlightening activity.

No action required.

17.1 **Review FY 95 unaudited financial report.**
John Bralove noted that the column marked “actual” should say “unaudited,” and that no further adjustment by the auditors is expected. He also mentioned that some of the 1996 election expenses are included in the 1995 figures.

No action required.

John noted that, in the future, significant overages would be accompanied by explanatory notes. He reminded the Council that the FY 96 budget is prepared well in advance of the FY 95 results, resulting in some incongruities when the FY 95 actual budget is compared to the FY 96 budget.

17.2 **Review FY 96 budget.**
John Bralove said that the notes pertain exclusively to the FY 96 budget, and he reminded the Executive Council of the two-format structure. Gene Carter said the report to the Board of Directors in March will also represent the two formats. He mentioned that the staff dislocated by outsourcing of the mailroom facility have either found outside jobs or have been moved to other positions within ASCD.

No action required.

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

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

17.5 **Receive progress report on status of implementation of management letter recommendations.**
John Bralove noted that ASCD was ahead of schedule in implementation of the management letter recommendations, and he reminded Executive Council members that, at the Council’s June meeting, the Stokes & Company representative indicated that he was satisfied with ASCD's progress. He said that the Executive Council will make a
recommendation in March 1996 to the Board of Directors on whether to continue to use these auditors or choose another.

Brenda Benson-Burrell moved, and Judy Stevens seconded, to receive the progress report. MOTION CARRIED.

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

17.7. Receive status report on fund balance.
John noted that the Executive Council’s decision in its Executive Session will affect the fund balance. He will bring information on the various opinions of what an ideal fund balance is to the Executive Council with a recommendation on what figure to set as a goal. Gene Carter noted that the significant increase in the fund balance over the past five years creates a healthy outlook for the future and that ASCD’s fiscal health is sound.

Joanna Kalbus moved, and Frances Faircloth Jones seconded, to receive the status report. MOTION CARRIED.

Chuck Schwahn said he appreciated the “cautious” predictions, and Kay Awalt congratulated John Bralove on his good working relationship with the auditors.

18. Review five-year budget projection.
John Bralove expressed a concern about the recent drop in attendance at professional development institutes; and he mentioned that, historically, ASCD has developed some new product or service (i.e., Curriculum Handbook or premium membership) that helps to offset these changes. He reminded the Council members that the figures are projections, and there are no guarantees. Gene Carter said that the possibility of a systems upgrade should also be factored into the projection. Isa Kaftal Zimmerman said the model was terrific but needs a section on capital investment and fund balance. Susan Nicklas noted that the new student chapters may expand to 500, but initially not much revenue is expected from these chapters—she is looking at an eventual increase in membership retention. Gene Carter noted that ASCD already has an array of products and services that don’t need much in the way of reconfiguration to a ready-made market as might be found in the United Kingdom. Brenda Benson-Burrell said that the key to membership retention is to continue dealing with the particular content areas. Joanna Kalbus mentioned her continuous use of Tactics of Thinking and asked for an update at the March meeting on new products in the works.

Doug Gruber mentioned that other countries would see ASCD initially as an American organization and that teachers will be attracted first to its products, which will then draw them to membership in the organization.
Susan Nicklas announced that, through the efforts of Development Associates, an international marketing firm headquartered in London, the Executive Director and some of the staff will meet on Monday with 15 individuals from 10 different key organizations in the United Kingdom to discuss issues regarding strategic initiatives and to determine next steps for possible collaboration with these organizations.

No action required.

19. **Approve Premium Membership and recommend Board adoption of Premium Membership.** Frances Faircloth Jones moved, and Judy Stevens seconded, to approve Premium Membership and to recommend Board adoption of Premium Membership. MOTION CARRIED.

20. **Review report on current partnerships and alliances.**
Gene Carter said ASCD staff members were concerned about the proliferation of partnerships and alliances and the extent to which they parallel ASCD’s Strategic Plan, and he noted that Constituent Relations staff would oversee the review and prioritization of these alliances. Susan Nicklas will share the results of the evaluations at the March meeting and will make some recommendations regarding prioritization. Arthur Steller said Executive Council members could provide input as well. President Patterson commended staff on the good report. Susan Nicklas said ASCD is concerned that we tend to form these alliances with people who come to us rather than to identify groups and then initiate these relationships ourselves. Sherrelle Walker reminded staff to look outside of the education community, particularly to the business community; and several Council members encouraged staff to look at groups in the international arena as well.

No action required.

Joanna Kalbus said the position paper was well written and captured the purpose. Isa Kaftal Zimmerman said the report should expand on how the trips benefit the members as a whole. President Patterson suggested the use of handouts and noted that ASCD staff could work on it in February and ask for input from the Council in anticipation of presenting it to the Board.

Kay Awalt moved, and Isa Kaftal Zimmerman seconded, to accept the report, with some revisions by staff, and that a presentation be developed to the Board of Directors using suggestions presented by Council members. MOTION CARRIED.

Council members suggested additional ideas for a presentation to the Board, including use of an “open house” at Annual Conference with some sort of visual presentation; sharing of information on products and return on investment from these visits; and a session during
the Board meeting. Frances Faircloth Jones suggested engaging others to attend the meetings as well. Doug Gruber said that since the Executive Council represents the Board, there might be other ways to get Board members involved. Arthur Steller suggested promoting the ASCD study tours as a means of getting Board members involved. President Patterson said he would meet with staff and then disseminate a proposed plan to Executive Council members for feedback.

22. **Adopt modified calendar for schedule of reports.**
Gene Carter noted a few revisions to the schedule of reports: (1) the report on the executive director’s performance will be prepared for spring, and (2) a report on space planning will be prepared for all meetings.

Brenda Benson-Burrell moved, and Joanna Kalbus seconded, to adopt the modified calendar as revised. MOTION CARRIED.

23. **Receive recommended Executive Council calendar.**
Gene Carter noted that the plans for the 1996 visit to Singapore are underway. He suggested that Executive Council members consider Ontario, Canada, for the 1997 visit. Staff also made recommendations for the Council’s 1998 visit.

Sherrelle Walker moved, and Chuck Schwahn seconded, to accept staff recommendations through 1997.

Susan Nicklas noted that the dates for the Ontario meeting may change.

**Special Announcement:** Gene Carter announced that the Educational Press Association of America named Ron Brandt to its Hall of Fame. He said that this tribute was instituted in honor of the organization’s 100th anniversary for those “who have made a difference in educational publishing.” Ron will be inducted into the Hall of Fame on April 2 in New York City.

24. **Receive process observations.**
Margret Montgomery said the Executive Council did a great job and that Gene’s announcement of Ron Brandt’s award was “icing on the cake.” She noted that there was a sense of humor and that Council members supported one another with lots of verbal support and little delay. Members were well informed; there were a few strong dissenting votes, but [this situation] is healthy; and there were no side conversations today (Sunday); the meeting was open with no closed behaviors; and members were receptive.

Chuck Schwahn shared some statistics on “number of inputs,” and said there was good listening and participants encouraged each other. The group had some conflicts and must agree not to sabotage its own decisions. All information necessary to the task was available; Council members receive good minutes that document the decisions.
Participants were attentive even late yesterday. The meeting was an excellent use of time--President Patterson has good facilitative skills and was very prepared for today’s agenda.

President Patterson spoke of the united team effort demonstrated by officers and Council members and asked for a motion to adjourn at approximately 11:40 a.m.

Judy Stevens moved, and David Rainey seconded, to adjourn the business meeting. 
MOTION CARRIED.