EXECUTIVE COUNCIL MINUTES

JUNE 21-22, 1996
ASCD EXECUTIVE COUNCIL MEETING
June 21-22, 1996
Old Town Holiday Inn
Alexandria, Virginia

MINUTES

Friday, June 21, 1996

ATTENDING
Frances Faircloth Jones, President; Edward Hall, President-Elect; Charles Patterson, Immediate Past President; Janice Adkisson (VA); Kay Awalt (TN); Bonnie Benesh (IA); Marge Chow (WA); LeRoy Hay (CT); Ang Wai Hoong (Singapore); Ray McNulty (VT); David Rainey (AR); Charles Schwahn (SD); Judy Stevens (TX); and Sherrelle Walker (WA).

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, Assistant Executive Director and Executive Editor, Educational Leadership; Susan Nicklas, Assistant Executive Director, Constituent Relations; Melody Ridgeway, Assistant Executive Director, Information Systems and Services; Michelle Terry, Assistant Executive Director, Program Development; and Becky DeRigge, Executive Coordinator.

CALL TO ORDER
President Jones called the meeting to order at 10:40 a.m.

1. President’s remarks.
President Jones said she very much enjoyed participating in the Executive Council’s visit to the Mark Winkler Center.

She spoke in memory of Brenda Benson-Burrell, a member of the current Executive Council, who passed away June 12, 1996, saying “The circle of partners in the Executive Council has been severed due to the passing of our friend and colleague, Brenda Benson-Burrell. Brenda gave of her heart and her soul to each one of us and to ASCD. Even though her death was untimely, she left us with such cherished and valued gifts: a quick wit, a sense of morality for doing what was right and good, and a love and respect for each other. Don’t we remember that she chided us when we dawdled over an issue and she praised us when we reached consensus quickly? Brenda, we will miss you, but you will live in our hearts and in every decision that we make.”
President Jones noted the absence of Joanna Kalbus, who could not attend the meeting because of health reasons. She introduced Ang Wai Hoong, the appointed Executive Council member from Singapore, and welcomed her to the meeting. Dr. Ang said she felt very honored to be here to share this experience, and thanked members of the Executive Council for allowing her to join the Council.

2. **Appoint process observer.**
   President Jones asked Kay Awalt to serve as the process observer for the next two days.

   No motion required.

3. **Establish the Consent Agenda.**
   President Jones announced the addition of several items to the agenda: (1) a discussion of election issues (in Executive Session); and (2) a report from LeRoy Hay on yesterday’s new Executive Council member orientation session.

   Judy Stevens moved, and Kay Awalt seconded, to add these two items to the Executive Council agenda. **MOTION CARRIED.**

   Edward Hall moved, and Charles Patterson seconded, to place the following agenda items on the Consent Agenda: 4, 9, 10, 17, 19, 20, 23, 24, 25, 29, 31, 32, 35, and 36.

   Sherrelle Walker requested a “call for question.” The Council members voted unanimously to place the above-mentioned agenda items on the Consent Agenda.

4. **Approve the March 1996 Executive Council meeting minutes.**
   The March 1996 Executive Council meeting minutes, amended to include Marge Chow (WA) as an attendee at the March 14 meeting, were approved under the Consent Agenda. **MOTION CARRIED.**

   Edward Hall moved, and Judy Stevens seconded, to move into Executive Session. **MOTION CARRIED.** (Agenda items 5, 6, and 7 and the additional item regarding election issues were discussed in Executive Session.)

   Marge Chow moved, and Sherrelle Walker seconded, to move into open session. **MOTION CARRIED.**

8. **Activity on internationalization vision work.**
   This agenda item was postponed to Saturday’s session.
9. Report on a long-term communication plan on internationalization to both the Board of Directors and general membership.
The report on a long-term communication plan on internationalization was moved to the Consent Agenda. MOTION CARRIED.

10. Status report on relationships with past presidents and working groups.
The status report on relationships with past presidents and working groups was moved to the Consent Agenda. MOTION CARRIED.

11. Adopt proposed constitutional review process.
President Jones reminded the Executive Council members that the Constitution is reviewed every three years and she reviewed the composition of the constitutional review committee: three officers, two Executive Council members, and four members of the Board of Directors. President Jones proposed the following names: Evelyn Chatmon, Ruud Gorter, Robert Hanes, and Francine Mayfield (from the Board of Directors), and LeRoy Hay and Judy Stevens (from the Executive Council based on feedback from Council members).

Charles Schwahn moved, and Kay Ault seconded, to adopt the proposed constitutional review process. MOTION CARRIED.

President Jones said that the review would be conducted during one meeting.

Diane Berreth said this policy was an update on previous policies dealing with external relationships. She also distributed membership protocols as an information piece.

Sherrelle Walker said that the description of external relationships in section 702.3 was too narrow. The word “purposes” was added, and section 702.3 of the proposed policy now reads “Joint projects/partnerships are activities in which ASCD engages in shared purposes, financing, and/or contractual obligations.”

Charles Patterson moved, and Bonnie Benesh seconded, to adopt the policy on External Relationships as amended. MOTION CARRIED.

13. Adopt proposed action plans on new ASCD positions.
Diane Berreth reminded the Council members that the frameworks for the action plans presented to the Council now may change somewhat. She noted that the emphasis is on the goals of each plan, which vary according to the type of position.

Judy Stevens moved, and Ray McNulty seconded, to adopt the proposed action plans. MOTION CARRIED.
14. **Report on relationships with affiliates.**
Susan Nicklas reviewed the process an affiliate would use to have its regional assignment reconsidered, including the criteria to be used in making such a decision. She stressed the need for flexibility in these considerations.

For information only. No motion required.

15. **Final dates of regional meetings and Executive Council representative assignments.**
President Jones reminded the Council members that last year was the first year that Council members served as representatives to regional meetings and that the effectiveness of this participation would be studied over time. She noted that Council members needed to have one year’s experience on the Executive Council before being assigned to a regional meeting. She said that Joanna Kalbus would take Charles Schwahn’s place at the Central Region meeting.

For information only. No motion required.

16. **Status report on strategic alliances.**
Susan Nicklas highlighted some of the more important recommendations from the final report, “Review of 1996 ASCD Strategic Alliances,” including a need for (1) results-based evaluations; (2) structures to ensure that ASCD is more proactive in identifying the kind of groups to work with; (3) expansion of the types of collaborations to include more noneducation groups; and (4) a yearly “audit.”

Judy Stevens thanked ASCD staff for their work on this report and said she was very supportive of a “results-based focus.” Susan said that the cost of not participating should be taken into consideration as well. President Jones also thanked the staff for their work, and Sherrelle Walker said she appreciated the business piece.

For information only. No motion required.

17. **Status report on marketing activities in the United Kingdom.**
The status report on marketing activities in the United Kingdom was placed on the Consent Agenda. MOTION CARRIED.

Gene Carter said that copies of the Coordinated Development Plan were distributed earlier. He distributed a handout that provided some expense and income projections for international activities in FY 97.

Sherrelle Walker mentioned the universal rhetoric that seems to target education—that one’s own educational system is the worst and everyone else’s is better. She hopes that somewhere in these relationships ASCD will pursue conversations about how to refocus that rhetoric to what the reality is.
Gene Carter also distributed a document showing some revenue projections by international locations identified in the Coordinated Development Plan.

18. Status report on ASCD’s influence activities.
Gene Carter said that Don Ernst, Director of Governmental Affairs, and other staff members are involved in this endeavor. He said that some pieces were not included in the notebook because the activities were in progress at the time the notebooks were developed. At the last Executive Council meeting, ASCD was preparing for the Education Summit and the important followup activities at the state and local level. He said he attended a regional followup to the Summit meeting in Milwaukee. He referenced a summary and list of critical questions that arose from state and local legislative persons. It was suggested that those questions be factored into the followup planning. He distributed a copy of “National Education Summit Highlights” that describes how one of our affiliates is following through with post-Summit activities. Gene also referred to a recent mailing he sent to the Board of Directors on federal education funding.

Sherrelle Walker referred to the two organizing principles listed on p. 121 of the notebook materials and said that since ASCD is a key player in policy deliberation, that should be reflected as another principle. Judy Stevens said she noted a lot of focus in the issues on the same kinds of things we have been trying to do for 20 years. Was a lot of time spent to generate questions “outside the box”? This seems to be a rehashing of what the last 20 years has been about. Often the questions that are asked determine the direction that is taken—we need to ask the right questions. Gene said this was a part of the conversation in Milwaukee and that the intensity of the concern is more at the local level than in the circles of academe and in the bureaucratic structure of Washington, D.C.

Diane mentioned several other new activities: (1) a one-day conference in September at the National Press Club for members of the press and Congressional staff on current education issues; (2) a draft of a “mind map” of the influence agenda; and (3) a new ASCD webpage on educational issues. Gene said ASCD is also exploring the possibility of providing a Spanish translation on the website.

19. Progress report on ASCD’s Information Management System plan.
The progress report on ASCD’s Information Management System plan was moved to the Consent Agenda. MOTION CARRIED.

The evaluation of the 1996 Annual Conference was moved to the Consent Agenda. MOTION CARRIED.

21. Review potential Annual Conference sites for 2005 and authorize staff to seek proposals from eastern U.S. sites.
Mikki Terry explained that staff was seeking approval to invite full proposals from eastern
U.S. sites and that staff would come back to the Executive Council in the fall with a recommendation. She reminded Council members of the site rotation: west, central, east, central.

Charles Schwahn asked that New Orleans not be considered as a future Annual Conference site; he said he found the city dirty and immoral.

Charles Schwahn moved, and Judy Stevens seconded, to authorize staff to solicit proposals for 2005 from the three sites listed (Philadelphia, Orlando, and Miami/Miami Beach). MOTION CARRIED.

Mikki said that if the proposals from these sites were unsatisfactory, staff would come back to the Executive Council with another set of recommendations.

22. Provide input on topics, issues, and consultants for 1997-98 Professional Development Institute series.
Mikki Terry asked Executive Council members to provide input on topics, issues, and consultants for the 1997-98 Professional Development Institute schedule by filling out the form included in the notebooks and returning it to her by the end of the Council meeting. She plans to have a proposed schedule at the fall Executive Council meeting.

For information only. No motion required.

The report of the preliminary evaluation of the 1996 Affiliate Leadership Conference was moved to the Consent Agenda. MOTION CARRIED.

The urban education initiative status report was moved to the Consent Agenda. MOTION CARRIED.

25. Progress report on NCATE (National Council for Accreditation of Teacher Education) collaboration.
The NCATE progress report was moved to the Consent Agenda. MOTION CARRIED.

26. Status of FY 96 projected results compared with budget.
John Bralove said that last March he reported on expected significant income shortfalls and that ASCD was making adjustments in the budget to offset the revenue shortfalls. As a consequence of these adjustments, he now expects less than a half million dollar deficit for the fiscal year, less than he expected in March. He was optimistic that further progress in cutting the deficit will be realized if this trend continues.

For information only. No action required.
27. **Provide input on five-year projections.**
   John Bralove announced that this activity would take place during Saturday’s session.

28. **Authorize budget overages.**
   John Bralove noted that the new Executive Council members were briefed at the orientation session by Gina Major and he briefly reviewed the four types of overages.
   
   Charles Patterson moved, and Edward Hall seconded, to authorize the budget overages. MOTION CARRIED.

29. **Status report on investment portfolio.**
   The investment portfolio status report was moved to the Consent Agenda. MOTION CARRIED.

30. **Authorize FY 97 budget for transmittal to the Board of Directors for approval.**
   John Bralove reviewed the Executive Council’s procedure to budget for a surplus and said that a $103,000 surplus is expected if projected figures are met. He reminded the Council members that the budget is very conservative. He also noted that he doesn’t expect a drop-off in Premium Membership renewal rates—it is already in the first renewal cycle and looks quite good. He also said that not a lot of income is expected from the translation of books; he might be more optimistic when more data are available.

   Ray McNulty asked if there were other ways for teachers to access ASCD’s products and Judy Stevens said she was concerned about member retention. Susan Nicklas reviewed the work of the member retention committee, the possibility of electronic subscriptions, and the recent visit to ASCD by a local teacher who answered questions from ASCD staff members.

   John Bralove reviewed the three proposed full-time employee positions and the one position to be eliminated, and Frank Betts said that the OTB website was available to any school district or intermediate unit. John reviewed some of the accounts held back because of the current budget restrictions.

   Melody Ridgeway reviewed the implementation of an interactive voice unit that will handle routine questions so that staff can handle the more difficult ones. She said that no cost/benefit comparison has been conducted comparing the way calls were handled in the past to the way they are currently being handled. She said that the biggest cost so far has been that of the 800 number service. Janice Adkisson said the new call service center system is very proficient and user-friendly.

   John Bralove reviewed the occupancy costs of the North Pitt Street headquarters other than just office rental, including interest on the loan, building materials and repairs, and real estate taxes.
Sherrelle Walker moved, and LeRoy Hay seconded, to authorize the FY 97 budget for transmittal to the Board of Directors for approval. MOTION CARRIED.

31. **Auditor's management letter for FY 95.**
The auditor's management letter for FY 95 was moved to the Consent Agenda. MOTION CARRIED.

32. **Staff's response to the management letter.**
The staff's response to the management letter was moved to the Consent Agenda. MOTION CARRIED.

33. **Adopt Constituent Membership.**
Susan Nicklas distributed a revised agenda item cover page, and the item now reads "Recommend and transmit to the Board of Directors approval of Constituent Membership."

Janice Adkisson moved, and Marge Chow seconded, to recommend and transmit to the Board of Directors approval of Constituent Membership. MOTION CARRIED.

34. **Preliminary agenda and plans for Executive Council meeting in Curacao.**
Susan Nicklas said that the Council members would see a videotape on Curacao (made by the affiliate) on Saturday. She noted that the visit is still very much in the planning stages, and she reminded Council members that a passport is necessary for this trip. Ray McNulty referred to a brochure on the island, which staff will xerox and distribute on Saturday.

For information only. No motion required.

35. **Calendar of events.**
The calendar of events was moved to the Consent Agenda. MOTION CARRIED.

36. **Schedule of reports.**
The schedule of reports was moved to the Consent Agenda. MOTION CARRIED.

**Feedback on new Council member orientation session (new agenda item).**
LeRoy Hay said that the new members had a wonderful opportunity to learn about ASCD at yesterday's session, which was useful, helpful, and provided a lot of practical information. He highlighted several activities as particularly valuable, including meeting the members of each work group who were willing to answer questions and to offer opinions. He said he enjoyed the time spent in the Call Service Center and the wonderful presentation from the Marketing Unit. He listed several overall impressions: every workgroup's focus on our mission and vision, everyone's emphasis on providing services for our members, and staff's emphasis on teamwork. He said the session was a valuable experience for the new Council members and is a great investment that will pay dividends in the future.
President Jones thanked the new Council members for being wonderful students and for their participation and respect for one another.

President Jones adjourned the meeting at approximately 5:00 p.m.

Saturday, June 22, 1996

ATTENDING
Frances Faircloth Jones, President; Edward Hall, President-Elect; Charles Patterson, Immediate Past President; Janice Adkisson (VA); Kay Awalt (TN); Bonnie Benesh (IA); Marge Chow (WA); LeRoy Hay (CT); Ang Wai Hoong (Singapore); Ray McNulty (VT); David Rainey (AR); Charles Schwahn (SD); Judy Stevens (TX); and Sherrell Walker (WA).

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CALL TO ORDER
President Jones called the meeting to order at 8:40 a.m.

President Jones updated the Council members on a recent change to the 1996 Board of Directors election ballot (Blaine Smith will replace Martha Kupferschmidt as a candidate for a member-at-large position on the Board). She also reviewed ASCD’s policies relating to campaign violations, including possible penalties. She said she would keep Council members informed on the status of the election concern discussed during the Executive Session.

GENERAL INFORMATION
Gene Carter said that one of the goals is to put together a comprehensive plan for internationalization for the November meeting. We may need to replace the ASCD study tours with more substantive activities so that more people can be involved. The study tours have not generated a lot of interest. Additionally, many other organizations are conducting similar tours. Susan Nicklas said she has looked at several study opportunities models, including member-to-member exchanges, study abroad, and “topical studies.” President Jones noted that these activities would not supplant the Council members’ travel to international locations. Ang Wai Hoong said that Singapore ASCD and California ASCD discussed opportunities to work together during the last Annual Conference.
President Jones said that AOL (America On Line) is putting together an advisory committee of major association representatives on how to better serve educators. ASCD may recommend two people to serve on the committee, which will hold its first meeting in July. One staff member will serve on that committee, and President Jones announced the appointment of Sherrelle Walker as well. She invited Sherrelle Walker and the to-be-named staff member to provide information about the committee’s work at the November meeting.

Gene Carter announced that the “Executive Council and Officers Handbooks” were available to Council members for pickup or mailing and that totebags from the New Orleans Annual Conference were available as well. Copies of the Curaçao brochure were distributed.

1. **Provide input on five-year budget projections.**
   Executive Council members participated in an activity using spreadsheet software to do some five-year budget projection modeling. They used the FY 97 proposed budget as the baseline for the model.

   John Blalove said he would synthesize the results for distribution later. Melody Ridgeway led the second part of the activity, using decision support software to determine what Council members considered the three most important variables.

   Executive Council members thanked Melody and the other staff members (Kenny Moir, Nancy Harrell, and Julie Hinson) for their work in setting up this activity.

2. **Activity on internationalization vision work.**
   Susan Nicklas reviewed the Executive Council’s activities on this topic to date. Council members brainstormed criteria for evaluating a meaningful vision and broke into small groups to apply the criteria to the two vision statements presented at the March 1996 meeting to determine which vision best characterized ASCD’s preferred international future.

   Susan Nicklas said she would come back with a revised vision statement based on the feedback from the small groups. She said that the Council’s next activity would be to use the statement to lead discussions about the structure.

   Diane Berreth noted that Board members’ input on this revised statement could be collected via the ASCD website. Susan Nicklas said that information gathered from this activity would be helpful to the internationalization team and could be used as a foundational document. Judy Stevens said she would share information on a “vision matrix” with Susan. Charles Schwahn noted that the Council members did a good job of identifying criteria but that many people aren’t clear about functions of the vision statement.
3. **Curacao video.**
Council members viewed a nine-minute video on Curacao, developed by Curacao ASCD, which touched on its complex educational system.

4. **Process observations.**
Kay Awalt noted that the four new Council members are no longer new and fit in quite well. Everyone was very attentive and used humor a lot, and the group took ownership of each task. There were examples of sharing responsibility for one another and good open body language with just a few side conversations at the beginning of the meeting. Kay said she noted some frustration during the computer activity and that some Council members had difficulty after returning from lunch. The Council is a good group to work with, people had read their materials, and she said she enjoys what she learns from everyone.

President Jones said the Council made some great strides and she appreciated everyone's patience, laughter, and forgiveness. Council members thanked President Jones for her leadership and Gene Carter thanked her for keeping the meeting in focus. He noted that he would share LeRoy Hay’s comments on the new member orientation session with ASCD staff.

President Jones adjourned the meeting at approximately 12:10 p.m.

7/25/96/bdr