EXECUTIVE COUNCIL MINUTES

March 14 and 19, 1996
ASCD EXECUTIVE COUNCIL MEETING
March 14 and 19, 1996
Sheraton New Orleans
New Orleans, Louisiana

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); Marge Chow (WA); Doug Gruber (Ontario, Canada); Edward Hall (AL); Joanna Kalbus (CA); Margret Montgomery (TX); 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, Assistant Executive Director and Executive Editor, Educational Leadership; Susan Nicklas, Assistant Executive Director, Constituent Relations; Michelle Terry, Assistant Executive Director, Program Development; and Becky DeRigge, Executive Assistant.

THURSDAY, MARCH 14, 1996

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

1. Recognition of newly elected Executive Council members.
   President Patterson welcomed Bonnie Benesh (IA) as an observer to the meeting, and noted that LeRoy Hay (CT) and Ray McNulty (VT) would join the meeting later in the day.

2. President's remarks.
   President Patterson said that David Rainey (AR) could not attend the Thursday meeting but would arrive in time for the Board of Directors meeting on Friday.

   President Patterson noted that his year as president has been a journey with great memories, and he expressed appreciation to the Executive Council members for their cooperation and to Executive Director Gene Carter and the rest of the ASCD staff for their help during the year.
3. **Appoint process observers.**
President Patterson appointed Immediate Past President Arthur Steller as process observer and referred to the process observer worksheet included in the notebook materials as a guide.

4. **Establish the consent agenda.**
President Patterson reminded the Executive Council members of the challenging agenda. Frances Jones reminded the Council that items could be removed from the Consent Agenda; she read those agenda item numbers that the officers suggested be placed on the Consent Agenda based upon the feedback they had received: 5, 9, 10, 15.3, 15.4, 15.5, 15.6, 17, 18, 19, 25, 30, 34, 35, 36, 41, and 44.

Brenda Benson-Burrell moved, and Margret Montgomery seconded, to place the above-listed agenda items on the Consent Agenda. MOTION CARRIED.

Ron Brandt reminded Executive Council members that, by placing agenda item 14 on the Consent Agenda, the increased size of the Program Development Advisory Committee was approved.

Sherrelle Walker noted that ASCD aligns itself with educational organizations but the playing field should be broadened to include the business community workplace, and we need to think about how to bring in these kinds of partners.

Gene Carter said that ASCD is a part of the Business Roundtable and the Committee for Education Funding, which extends beyond education groups, so we are moving in that direction.

5. **Approve November 1995 Executive Council meeting minutes.**
The November 1995 Executive Council meeting minutes were approved under the Consent Agenda. MOTION CARRIED.

Marge Chow moved, and Joanna Kalbus seconded, to move into Executive Session.

(Agenda items 6-8.1 were considered in Executive Session. Items 9-10, originally to be considered in Executive Session, were approved under the Consent Agenda.)

Judy Stevens moved, and Ed Hall seconded, to move into Open Session. MOTION CARRIED.

11. **Receive Executive Director's Annual Report (separate cover).**
Gene Carter reminded Executive Council members that the Annual Report is the Council's report. The 1995 report contains the traditional information but the format is unique. He noted that the students who contributed to ASCD's story throughout the report will be
recognized at Sunday’s General Session and presented with a proclamation on behalf of the Executive Council. Gene invited Executive Council members to share their feelings about the excellent report with Susan Hall, Public Information Manager.

No motion required.

12. **Appoint three Council members to select four members of the 1997 Nominations Committee.**
President Patterson appointed Doug Gruber, Margret Montgomery, and Isa Kaftal Zimmerman to submit four names to the 1997 Nominations Committee. The Executive Council will meet after Friday’s Board of Directors meeting to appoint four representatives.

13. **Adopt policy on Working Group and Advisory Committee chairs.**
Diane Berreth said that this agenda item, which is a clarification of a policy already adopted, recommends that committee chairs be appointed under the same terms as the committee members, by the authority of the Executive Council.

Brenda Benson-Burrell moved, and Sherrelle Walker seconded, to adopt the policy on Working Group and Advisory Committee chairs. **MOTION CARRIED.**

14. **Approve increase in membership of Program Development Advisory Committee.**
This agenda item was approved under the Consent Agenda, but President Patterson called for a motion for the record.

Joanna Kalbus moved, and Kay Awalt seconded, to approve an increase in membership of the Program Development Advisory Committee from seven members to nine members. **MOTION CARRIED.**

15. **Appointments.**
Diane Berreth explained that item 15 is actually an overview for the other agenda items (15.1 - 15.6) related to committee appointments.

No action required.

15.1 **Appoint a total of eleven members, including the chair, to the Issues Committee.**
Diane noted that this is one of two committees in which the Board of Directors has a direct role because it provides some of the nominations, and that three additional appointments based on these nominations would be made by the Executive Council on Tuesday.

Margret Montgomery moved, and Joanna Kalbus seconded, to appoint to the Issues Committee the eight recommended candidates listed in the agenda item: Doug Harris,
Chair (VT), Olga Moir (MI), Flora Ida Ortiz (CA), Peter Prest (Alberta, Canada), David Jones (TN); Ruth McMillan (CA), Paul Goren (MN), and Isa Kaftal Zimmerman (MA). MOTION CARRIED.

15.2 Appoint an Executive Council liaison and four members (no chair) to the Affiliate Excellence Award Selection Committee.
Susan Nicklas said that this Committee traditionally includes five representatives who are on the Committee by virtue of their roles.

Sherrelle Walker moved, and Kay Awalt seconded, to appoint David Rainey (AR) as the Executive Council liaison and the four recommended candidates listed in the agenda item to the Affiliate Excellence Award Selection Committee: Ed Hall (AL); Margaret Trader (MD), Larry Johnson (MI), and Susan Nicklas (VA). MOTION CARRIED.

15.3 Appoint nine members to the Annual Conference Advisory Committee.
The appointment of Robert Clark (GA), Dave Puyear (MT), Don Truscott (British Columbia), Barbara Mason (VA), Martha Montero-Sieburth (MA), Sheila Wilson (IL), Vera Blake (VA), Ang Wai Hoong (Singapore), Gloria Bonilla-Santiago (NJ), and Mary Ann Reynolds (TX—for a one-year appointment over and above the nine-member Committee to provide balance and expertise during the transitional period) was made under the Consent Agenda. MOTION CARRIED.

Note: Ang Wai Hoong was subsequently appointed to the Executive Council, and therefore will not serve on the Annual Conference Advisory Committee.

15.4 Appoint ten members, including the chair, to the Constituent Relations Advisory Committee.
The appointment of Margaret Trader (MD) as Chair, Paul Lempa (NJ), Gail Joseph-Alleyne (Trinidad and Tobago), Larry Johnson (MI), Rosalina Baldonado (AZ), Jerry Brown (CO), Carmen Dumas (FL), Jan Goodman (CA), Harriet Arnold (CA), and Arnold Ostfield (Alberta, Canada) was made under the Consent Agenda. MOTION CARRIED.

15.5 Appoint the editor and nine members to the Editorial Board, Journal of Curriculum and Supervision.
The appointment of O.L. Davis Jr. (TX) as editor, Beverly Cross (WI), Jeffrey Glanz (NY), Helen Hazi (WV), Drew Tiene (OH), Jan Booth (TX), Kerren Kerr (ME), Ellen Stephens (MI), Peter Grimmett (British Columbia), and Gregory Wegner (WI) was made under the Consent Agenda. MOTION CARRIED.

15.6 Appoint nine (note: increase from seven to nine was approved under the Consent Agenda) members, including the chair, to the Program Development Advisory Committee.
The appointment of Bena Kallick (CT) as Chair, Howard Brown (District of Columbia), Mike Eason (FL), Yolanda Rey (TX), Bonnie Walters (CO), Belinda Williams (PA),
Charles Webber (Alberta, Canada), Joyce McLeod (FL), and David Marsh (CA) was made under the Consent Agenda. MOTION CARRIED.

16. **Recommend and transmit to the Board of Directors approval of affiliate application from Israel.**
Susan Nicklas referred to the material in the notebook related to Israel's application to become ASCD's 68th affiliate and said she expects that a representative, Dr. Moshe Ilan, Director of the Curriculum Center of the Israeli Ministry of Education, will attend the Board of Directors meeting. President Patterson thanked Susan for her hard work.

Chuck Schwahn moved, and Marge Chow seconded, to recommend and transmit to the Board of Directors approval of affiliate application from Israel. MOTION CARRIED.

17. **Receive report on relationship with CIDREE (Consortium of Institutions for Development and Research in Education in Europe).**
The report on relationships with CIDREE was received under the Consent Agenda. MOTION CARRIED.

18. **Receive status report on adopted positions.**
The status report on adopted positions was received under the Consent Agenda. MOTION CARRIED.

19. **Receive report on prioritization of current partnerships and alliances.**
The report on prioritization of current partnerships and alliances was received under the Consent Agenda. MOTION CARRIED.

20. **Receive progress report on implementation of the Nominations/Elections Review Committee recommendations.**
Diane Berreth said this report was one of progress on the implementation of recommendations adopted at the last Executive Council meeting to improve the nominations and election review process. She noted that all of the recommendations (except those with implications for the FY 97 budget, the 1997 calendar, and those that relate to electronic dissemination of information) are in place. In response to a question by Sherrelle Walker, Diane explained that the intent of goal 1.1 is to show how members can be involved by participating in the process; she noted that the language would be corrected for our records.

Sherrelle Walker moved, and Isa Kafal Zimmerman seconded, to receive the report. MOTION CARRIED.

Kay Ault noted the necessity to continue to work on this process in view of the fact that the current nominations chair again had to request nominations for members-at-large.
President Patterson introduced Ray McNulty (VT), newly elected member of the Executive Council.

21. **Receive report on relationships with affiliates.**
Frances Faircloth Jones said the relationship with affiliates is very strong and the affiliates are kept well informed on a regular basis. She noted that the reconfiguration of regions hasn’t been in place long, but each has had an opportunity to meet and share ideas, and the Executive Council members played a part in the meetings this year. She said that the pilot phase of Info-Net proved to be a good relationship builder (only one affiliate decided not to continue). Susan Nicklas reviewed affiliate electronic access capability and noted that it would be demonstrated at the Executive Secretaries meeting at Annual Conference and again at the upcoming Affiliate Leadership Conference. Frances and Susan mentioned ASCD’s contribution of used computer equipment to Curacao, St. Maarten, and Trinidad & Tobago to support their affiliate activities.

Joanna Kalbus moved, and Kay Awalt seconded, to receive the report. MOTION CARRIED.

22. **Receive progress report on the Strategic Plan and adopt modified goal language.**
Diane Berreth divided the agenda item into two actions: (1) to receive the progress report, and (2) to adopt the modified goal language. She distributed a slightly revised (blue cover) report on the Strategic Plan and asked Executive Council members to discard the report mailed with the notebook materials.

Frances Faircloth Jones moved, and Arthur Steller seconded, to receive the report.

Diane reviewed the proposed change in the goal language (from “ASCD will actively engage in enhancing the capacity of schools and school systems for change and self-renewal” to “ASCD will enhance the capability of schools and school systems to implement effective practices”) and said that the staff goal group believed the recommended change in language would add clarity and specificity.

Marge Chow moved, and Kay Awalt seconded, to adopt the modified goal language.

Ron Brandt said the staff spent a lot of time working on the language and is not yet fully satisfied.

Judy Stevens said that “implementing effective change” implies doing something that has already been done. Isa Kaffal Zimmerman said the new wording is not as powerful and the goal language should be left as it was.

President Patterson called for a vote on the above motion. Two voted in favor of the motion; six voted against it, so the motion was not carried.
23. Provide synthesis of Council feedback and proposed new dates for regional meetings. Susan Nicklas said the synthesis tried to capture all of the Executive Council members' comments about their attendance at the regional meetings and that, overall, the affiliates were delighted to have the Council members there. She noted that the proposed dates for meetings during the 1996-97 school year will be presented to the affiliates at the Affiliate Leadership Conference in early May for a final look. The confirmed dates and assignments will be presented to the Executive Council members at the June meeting.

Sherrelle Walker endorsed continued Executive Council member involvement and asked staff to come back in June with recommendations on further involvement.

Executive Council members further commented on their visits. Susan said that evaluations will be conducted during the Affiliate Leadership Conference and that unhappy affiliates have been promised reconsideration of their regional assignments.

Frances Faircloth Jones said that, at the June Executive Council meeting, we might want to take a look at the expectations for Executive Council members and to think about the question “where do Executive Council members stand on controversial issues?” Doug Gruber said that non-U.S. affiliates express concern that ASCD’s products are American-based, but one can’t ignore the reality that the organization is 90 percent American-based, so patience is needed.

Susan Nicklas mentioned that attendance at regional meetings is a condition of affiliation except in cases of family or weather-related emergencies.

No action required.

24. Receive progress report on urban education initiative. Frances Faircloth Jones briefly reviewed the work of the Urban Education Advisory Board (UEAB) and of ASCD’s internal management team. She announced that the U.S. Department of Education grant to Temple University to establish the Mid-Atlantic Regional Laboratory for Schooling Success will provide at least $40,000 income per year for the next five years for contracted services ASCD will provide. The grant will pair up urban schools with local schools to make a difference for poor children living in rural, suburban, and urban areas, and she mentioned an upcoming issue of Infobrief on the subject.

Gene Carter distributed some additional information on the project and noted that much of the UEAB’s work is reflected in the proposal, which has the potential to affect 25,000 ASCD members in the region’s geographical area.

Brenda Benson-Burrell moved, and Isa Kaftal Zimmerman seconded, to receive the report. MOTION CARRIED.
25. **Receive report on ASCD’s trial membership in the Committee for Education Funding (CEF).**
The report on ASCD’s trial membership in the CEF was received under the Consent Agenda. MOTION CARRIED.

26. **Receive report on relationships with Past Presidents and Executive Directors.**
Arthur Stelier said he is still receiving feedback from some of the past presidents and that he had recently received a letter of appreciation for all of the recent communication. He said he would develop a survey to the past presidents and executive directors for information on what they would like to do based on their feedback. He said many still want to be active and would like to have some role (especially in the areas of development of archives and some sort of published history) or at least a communication link. He expects good participation at their luncheon during Annual Conference, and he said he would provide more information at the June meeting.

President Patterson said a progress report on this relationship will be made at each Executive Council meeting.

No action required.

27. **Receive synthesis of Council internationalization vision work.**
Susan Nicklas said the synthesis was part of a long-term effort to help understand some of the issues related to ASCD’s structure as it relates to delivery of our program and products, and she said that individual visions were sent to each Executive Council member. She noted that another activity at the Executive Council’s June meeting will look at the two versions of ASCD’s international vision.

No action required.

28. **Receive position paper on Executive Council visits to international locations and determine what information should be disseminated to the Board of Directors.**
President Patterson provided some background on the agenda item and distributed copies of the position paper (developed by ASCD staff) to the Executive Council members. He said he would ask Susan Nicklas to speak to the Board of Directors and that a copy of the position paper would be distributed at the Board meeting as well.

Brenda Benson-Burrell complimented President Patterson on his recent article in *Educational Leadership* about the Executive Council’s visit to the United Kingdom, and President Patterson thanked Ron Brandt for his assistance.

Sherrelle Walker shared her initial concern about the visit because of some Board members’ comments, but after the visit she was able to relay information about common issues (including charter schools) that touched a need in her district. Doug Gruber said
ASCD should be sensitive to this issue because the Association is going into global cultures and leadership needs to experience this. President Patterson said the position paper provided a good historical background. Susan said that ASCD staff could provide ideas for a long-term communication plan on internationalization at the June Executive Council meeting for both the Board of Directors as well as the general membership.

No action required.

29. Discuss international representation on the Executive Council.
   This agenda item will be discussed under agenda item no. 6 on the Executive Council’s Tuesday agenda.

30. Receive report on FEOL (Forum of Educational Organization Leaders) collaboration initiative.
    The report on the FEOL collaboration initiative was received under the Consent Agenda. MOTION CARRIED.

31. Receive report on dialogue with United Kingdom professional associations.
    Susan Nicklas said the report was really self-explanatory; President Patterson said it was a good report.

No action required.

32. Receive and transmit Review Council report to Board of Directors for action.
    Maryann Johnson, Chair of the Review Council, reviewed the Committee’s charge. She said that last year the Issues Committee heard from some of the teachers in San Francisco who were interested in what ASCD could do to help them with commitments in their own states. They had a good dialogue about that, and the Review Council wants the Executive Council to know that ASCD is trying to keep a balance between diversity and meeting specific needs of the various role groups. She listed the other members of the Review Council and said they looked at four categories in their report: teacher involvement in ASCD and the affiliates, programs that affect teachers, outreach, and services. She said that site-based decision making is a critical piece now. ASCD has to achieve a balance of programs and services to teachers. The Review Council reviewed a lot of data and conducted interviews with staff members. She mentioned that the internal realignment of Constituent Relations will give much more attention to the affiliates.

Involvement of teachers in governance and working groups is not as reflective of the teacher membership as other areas of ASCD. The Review Council recommends that ASCD: continue to provide support to affiliates, increase teacher membership, mount an aggressive public information program to communicate benefits to members, look for strategies for more teacher participation on working groups, expand our search for new and various ways to look at teachers as a “niche market,” and continue to survey teachers.
periodically and provide the image that ASCD is relevant to all teachers. ASCD should be commended for its effective marketing to teachers, which has generated a sharp increase in teacher membership. ASCD should continue to poll and survey members to get data, continue to promote commitment to teachers, and encourage teachers to become involved in program development activities. Affiliates have made great efforts in positive ways to encourage teachers to become members. Maryann Johnson said many states provide a special recognition of teachers and commented on ASCD’s practice of offering a $39 membership fee for teachers, which is a drawing card.

Isa Kaftal Zimmerman said she wants to encourage teachers to participate, but taking them out of the classroom for a long period of time is a big problem. ASCD could develop strategies to inform teachers of the value of participation. President Patterson noted that teacher growth has been very dramatic and mentioned the study of affiliates on getting teachers involved. He said that either Gene Carter or the President could make the case for value to the classroom and district, as well as ASCD, for this involvement. President Patterson said that staff should take this information and make suggestions.

Maryann Johnson said she received 28 initial responses to the affiliate survey and the Review Council looked carefully at all the data. It also looked at the increase in teachers who contribute articles pertaining to teaching and learning in Educational Leadership.

Isa Kaftal Zimmerman moved, and Joanna Kalbus seconded, to receive the report.

33. **Receive and transmit Issues Committee report to Board of Directors for action.**

Doug Harris, Chair of the Issues Committee, reviewed the Committee’s charge to look at issues that may be of immediate or long-term concern to help the Association stay focused. He said that the Governance and Member Participation Panel recommended three different ways to deal with issues. He expressed thanks to ASCD staff for their hard work.

Doug explained the various ways data were received, including an analysis of responses to a survey distributed to ASCD members, and he said the Committee had a much better research base when they met in Alexandria. The Committee will bring forward six issues to the Board of Directors, and he noted that the Conference Program mailing included the issues pamphlet. He listed those six issues as: support and protection of public education in a democracy, respecting and honoring diversity in school communities, school safety and violence prevention for a positive school climate, equitable financial support for public schools, the role of technology in teaching and learning, and teaching toward challenging voluntary standards.

Doug reviewed the process for determining how up to two positions would be adopted. He urged Executive Council members to attend the two Town Meetings scheduled during Annual Conference, and he mentioned the new phone poll service located in the Curriculum Center. He mentioned that the Board materials not only included information on these six issues but also a brief summary on the status of positions adopted in the past.
few years, a process that will happen each year. He mentioned that additional issues could be added by the Board.

Doug Gruber also thanked the Committee for its work and said that Doug Harris had done a great job of leading that committee. He noted that we might want to look at any connections among the issues to help focus on where the organization is headed, and Isa Kafal Zimmerman said it would be wonderful to connect the issues with ASCD’s Strategic Plan.

Diane Berreth said the influence goal group has now expanded to include the Education Issues Team. Gene Carter noted that we need to keep in mind that the issues identified this year are truly issues and the process is improving—any one of these issues would mirror the issues found in the international arena.

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

34. Receive progress report on development of ASCD archives. The progress report on development of ASCD archives was received under the Consent Agenda. MOTION CARRIED.

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

36. Receive annual status report on programs and products. The annual status report on programs and products was received under the Consent Agenda. MOTION CARRIED.

37. Review auditors’ report for FY 95 and authorize transmittal to Board of Directors for approval. John Bralove distributed copies of a graph that showed improvement of ASCD’s financial situation over the last four years, and he explained the different ratios. He noted that the fund balance has improved over the last three years and said that Gene Carter would present this information to the Board of Directors.

Joanna Kalbus moved, and Isa Kafal Zimmerman seconded, to authorize transmittal of the auditors’ report for FY 95 to the Board of Directors for approval. MOTION CARRIED.

38. Receive recommendation on selection of auditors. John Bralove said that traditionally ASCD reviewed its auditors every three years. He said
that the firm recommended is one of the four or five largest firms in the world, but its rates are no more than those of the local firm we were using.

Kay Awalt said this is a good report and it is a good move to continually review the auditors. Gene Carter noted that auditor reviews should be driven by circumstances instead of staying with a pattern of a review every three years.

Marge Chow moved, and Kay Awalt seconded, to receive the recommendation for the selection of the auditor (Deloitte & Touche LLP). MOTION CARRIED.

39. **Review projected actual financial data for FY 96 compared to budget.**
John Bralove noted that the information included in the notebook materials was now about two months old, and there is now a shortfall in expected revenue in the area of $1.8 million, and adjustments will need to be made. He distributed copies of a list of proposed adjustments and said that the year-end results still may represent a deficit, but we have six more months in the fiscal year and things can get better.

President Patterson said Gene Carter has already taken action. John said that the budget was based on 165,000 paid members and recruiting is not as effective as it was in the past; ASCD is now experiencing what other associations have experienced in the last two-three years. He said that the annual membership count as of December 31 is 200,000, which includes both paid and unpaid members, and roughly 35 percent is unpaid at any given time. He sees no indication that the renewal rate for long-time members has suffered. Gene said that not enough attention has been placed on retention and that a membership retention effort is underway. John also noted that carrying a new member for six months (which is ASCD’s practice) is the most effective length of time to carry a member. ASCD is continuing to look at ways to save money without cutting benefits or services to members. Gene said we would carve out another $300,000 to add to the current $613,000 in planned savings. Brenda Benson-Burrell mentioned that affiliates are experiencing this as well. John said that ASCD membership is free to those persons who retire who have been members for 20 years or more. Sherrelle Walker noted that ASCD may want to continue thinking about different marketing strategies for the 18 million “baby boomers.”

No action required.

40. **Review five-year financial projections.**
John Bralove said that even though the projection includes a possible dues increase, it may not be the only alternative to balancing the budget, and he reviewed other factors that might affect the five-year projections including the move to a new building. He said that a more interactive activity would be provided at the Executive Council’s June meeting. He said that the retention rate hasn’t suffered as a result of a dues increase in past years and that ASCD needs to continue to increase the conversion rate of its lower-paying members to higher-paying memberships. Gene Carter noted that, with the increased emphasis on
the instructional dimensions of the superintendency, we will see an increase in comprehensive and premium members from that rank. John said he is very concerned about the projections. Gene Carter said he would provide a report on the current and planned activities designed to cut expenses.

No action required.

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

42. Authorize preliminary estimate of FY 97 budget for transmittal to the Board of Directors.
John Bralove expressed concern that the new FY 96 income projections will negatively affect the FY 97 budget. Dr. Carter's presentation to the Board of Directors will say the same thing. The Board of Directors will receive a graph on the cutbacks. The budget presented in June will have to include $2 million more in revenue or $2 million in expenses will have to be cut (or a combination). More information will be available in June. He noted that expenses are reasonable but he's concerned about the projected income. Gene Carter said the first draft of the budget will be presented to the Board of Directors tomorrow. John noted that ASCD's policy is to budget $400,000 annually for the fund balance or set-aside; it is not incorporated in this budget.

Ed Hall moved, and Isa Kaftal Zimmerman seconded, to authorize the preliminary estimate of the FY 97 budget for transmittal to the Board of Directors. MOTION CARRIED.

Janice Adkisson said that it would have been better to have the financial information before the Executive Session because the financial information is the foundation for everything else. President Patterson said the officers would review this.

43. Receive report of action on budget overages.
John Bralove said that some of the budget overages were "technical" budget overages and that the "bad debts" category was an adjustment made by the auditors.

Brenda Benson-Burrell moved, and Joanna Kalbus seconded, to receive the report of action on budget overages. MOTION CARRIED.

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

45. Receive recommended Executive Council calendar.
President Patterson noted the proposed visit to Singapore included on the calendar, and he
said that preliminary discussions had been held but no final decision had yet been made. He noted the very significant expense associated with the proposed visit and said that, even though the Association is committed to internationalization, the visit should be reassessed in view of the current fiscal situation. John Bralove reminded the Executive Council members that a good portion of the expense is related to staff travel, and Gene Carter said he had considered adjusting the number of staff who attend (determination of what staff attended would be driven by the agenda). Doug Gruber reminded Executive Council members that the internationalization initiative should not be dropped.

Sherrelle Walker moved, and Ed Hall seconded, to drop Singapore as the site of the fall meeting of the Executive Council and to have ASCD staff pursue another site, preferably another international site, and come back on Tuesday with a recommendation. President Patterson called for a vote on the motion, which passed unopposed.

Janice Adkisson said we should go back through the Strategic Plan to determine what else the Executive Council could do to better understand the international constituency. She said the Executive Council could look at children in poverty at U.S. sites, or consider not traveling to international locations every year, as examples of what else could be done.

Ed Hall moved, and Arthur Steller seconded, to table the discussion of the rest of the calendar until Tuesday. MOTION CARRIED.

46. **Review Board of Directors meeting agenda.**
President Patterson briefly reviewed the agenda, and Diane Berreth reminded the Executive Council members of seating arrangements for the Board of Directors meeting.

No action required.

47. **Recognize retiring Executive Council members.**
Gene Carter thanked the retiring Executive Council members (Doug Gruber, Edward L. Hall, Margret Montgomery, Arthur W. Steller, Isa Kafal Zimmerman) for their contributions to the work of the Association, and he presented each of them with a gift. He noted Arthur Steller’s years as an Executive Council member and an officer as well as Ed Hall’s return to the Council as the president-elect. President Patterson offered his best wishes and his thanks for their service as well.

48. **Receive process observations.**
Arthur Steller said the meeting was a very good one and the group does a great job, everyone nurtures everyone else. Council members may want to think about the most effective use of ASCD staff time when the Executive Council meets in Executive Session. President Patterson did a great job of getting everyone ready, and everyone did their homework.
Frances Faircloth Jones encouraged Executive Council members to attend the new Board member orientation session that begins at 7:00 p.m.

President Patterson adjourned the meeting at 5:30 p.m.
The Executive Council met briefly to receive recommendations for four appointments to the Nominations Committee.

Margret Montgomery recommended the following candidates: Elvis Arterbury (TX), Cornelia Clipp (VA), Henry Cade (MI), and Rick Staldine (WY).

Marge Chow moved, and Sherrelle Walker seconded, to appoint the recommended candidates to the 1996-97 Nominations Committee. MOTION CARRIED.
ASCD EXECUTIVE COUNCIL
Tuesday, March 19, 1996
Sheraton New Orleans
New Orleans, Louisiana

ATTENDING
Frances Faircloth Jones, President; Ed Hall, President-Elect; Charles Patterson, Immediate Past President; Janice Adkisson (VA); Kay Awalt (TN); Bonnie Benesh (IA); Brenda Benson-Burrell (MI); Marge Chow (WA); LeRoy Hay (CT); Joanna Kalbus (CA); Ray McNulty (VT); David Rainey (AR); Charles Schwahn (SD); Judy Stevens (TX), and Sherrille Walker (WA).

ASCD Staff
Gene R. Carter, 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; Michelle Terry, Assistant Executive Director, Program Development; and Becky DeRigge, Executive Assistant.

CALL TO ORDER
President Jones called the meeting to order at 12:30 p.m.

1. Introduce new Council members.
President Jones welcomed each of the new Council members (Bonnie Benesh, LeRoy Hay, and Ray McNulty) to the meeting.

No action required.

2. Receive preliminary comments/evaluation of Annual Conference.
President Jones acknowledged Mikki Terry’s quality work as well as the contributions of other ASCD staff, and she noted that attendance at the Annual Conference was over 10,000. She then requested comments on the Conference from the Executive Council.

Kay Awalt suggested that the badges highlight first names of attendees and that the state or country be included as well.

Chuck Schwahn said this year’s conference was excellent but he did have a concern about the keynote speakers, who sometimes fell below expectations, and perhaps the criteria for selection of speakers should be reviewed. He noted the low attendance at the Tuesday general session. He suggested the following criteria for speaker selection: (1) the speaker should be a “draw;” (2) the speaker should be challenging; (3) the speaker should advance ASCD’s Strategic Plan; (4) can the speaker deliver to 6-8,000 people?
Sherrelle Walker said that providing something of more substance on Tuesday might keep people interested, and LeRoy Hay said it’s getting harder and harder for district-based people to stay through Tuesday. David Rainey commented that a number of people in his district planned to leave on Sunday or Monday without consideration of Tuesday’s program because of restructuring in the district.

Joanna Kalbus noted that it takes a special person to address thousands of people, and she relayed a request from a new Board member for more opportunities to network with other new Board members.

Ed Hall also complimented ASCD staff for the fine conference. He suggested that ASCD look into the possibility of closed-circuit sites for those presentations that are full, and Mikki said that broadcasting from one site to another is very expensive.

Charles Patterson noted that the amount budgeted for speakers is fairly low, and Chuck Schwahn suggested Cile Chavez and Stephanie Pace Marshall as possible speakers.

Brenda Benson-Burrell said that the issues statements should be prominently placed (perhaps in the Conference Program) because many people ask about the current issues even though material is in the Board of Directors notebook. She also suggested including ASCD’s mission and belief statements in the issues booklet next year. She said she had asked Leslie Wilson, who at the Monday meeting of the Board of Directors had made a passionate plea for adoption of the issue on school safety, for suggestions on keeping the safety issue focused, and suggested the possibility of a forum or some sort of assembly, possibly linking up with the Baltimore schools and local community, to discuss safety issues during the Annual Conference in Baltimore.

Ron Brandt suggested Sylvia Peters, who is from Baltimore, as a General Session speaker or Distinguished Lecturer.

Sherrelle Walker asked if Executive Council members could become more involved in things that need to be done during Annual Conference and how they could provide more assistance and support.

LeRoy Hay expressed concern about the apparent shabby treatment of William Bennett, and several Executive Council members asked for a clearer process for distribution of evaluation forms. Mikki said the forms could be modified to include specific instructions for distribution along with information on how to obtain a more random selection of respondents.

Ray McNulty said ASCD may want to look at how many times a large audience is brought together and perhaps offer more Distinguished Lecturers. He noted that maintaining a high level of excitement at 3-4 General Sessions is difficult, and Charles Patterson noted that
the audiences are very discriminating and that we don’t have to offer four General Sessions.

No action required.

3. Receive preview of 1997 Annual Conference plans. President Jones noted that money is a large restrictive factor in planning for Annual Conference. She announced the 1997 Annual Conference theme ("Leading the Vision: Connecting a World Community of Learners") and the General Session speakers (Marva Collins, Tom Chappell [author of The Soul of a Business], and possibly Howard Gardner and Queen Noor of Jordan) and Distinguished Lecturers Grant Wiggins and Roger Taylor.

Sherrelle Walker said she liked the idea of involving members of the business community and suggested a strand, on issues outside of the educational community, that could get some companies involved.

Gene Carter noted that we don’t usually look at the political arena as other associations do and we ought to tap into this opportunity, particularly after the Education Summit.

Mikki said that presenters at this year’s conference and those persons not selected as presenters this year will automatically be sent proposal forms, she noted that an announcement was made in Education Update and an announcement will be included in the Affiliate Leadership Conference notebook. Anyone can call and request a proposal form, and the forms can be duplicated. She also said that Conference registrations will be taken via the 800 number next year, and that there are plans to return to the roundtable symposia format. She reminded Executive Council members to act quickly on housing reservations when they receive pre-Conference information, and she reviewed factors involved in the decision to select Baltimore as the Conference site. President Jones said that all action labs will now be just two hours long.

Gene Carter mentioned that other associations are beginning to use the same speakers, presenters, and format as ASCD, and that the Conference Planning Committee will have to consider this.

4. Announce appointment of 1997 Nominations Committee chair. President Jones said that the process for appointing a new chair should be very clear—the committee chair makes a recommendation but the president chooses the chair. She said that Executive Council members have a responsibility to make sure that people who chair the committees have a good understanding of their role.

President Jones announced the following appointments: James Brown (CA) as chair, Yvonne Ryans (WA) as assistant chair, and Jim Tayler (Ontario, Canada) as the carry-over member.
Marge Chow moved, and Joanna Kalbus seconded, to accept the announcement.
MOTION CARRIED.

LeRoy Hay said that as a former chair he was given very little direction and therefore had to ask, so we might want to consider developing more guidelines. Sherrelle Walker said she thought that guidelines were already developed and she hopes they are in place for the next group.

Ed Hall said that over the last couple of years, individuals who had sat on the Executive Council were appointed to committees and he feels this is not appropriate because others should have an opportunity to serve.

5. **Appoint three Issues Committee members.**
President Jones reminded Executive Council members that four members of the committee were recommended to continue and now the Council is to appoint three additional members. Gene Carter distributed copies of the list of candidates submitted by Board members, and President Jones read the names of the three individuals recommended by Doug Harris, the current chair: Mildred Huey, Tom Budnik, and Tom Olson.

Gene Carter reviewed the makeup of the Committee and stressed the need for continuity.

Sherrelle Walker said that a carry-over of four is too many, because the Association is so large and other people really want to have an opportunity to serve. She asked that this process be reviewed before next year. LeRoy Hay said this might be one way to get more teachers onto committees. Joanna Kalbus said that the nature of the committee is a major consideration and continuity is an important factor.

Charles Patterson said the Executive Council needs to establish itself as the selection group and recommended Helen Stiff, and Brenda Benson-Burrell recommended Dennis Buss. Ed Hall asked that the format of the slate of candidates be revised to provide more information on each candidate. President Jones also mentioned Linda Kidd as a possible candidate.

Charles Patterson moved, and Brenda Benson-Burrell seconded, to appoint Dennis Buss, Linda Kidd, and Helen Stiff to the Issues Committee. After further discussion about the balance of roles of the committee members, Brenda Benson-Burrell withdrew the second, and Charles Patterson withdrew the motion.

Sherrelle Walker moved, and Kay Awalt seconded, to appoint Helen Stiff, Linda Kidd, and Mildred Huey to the Issues Committee. President Jones called for a show of hands, and there were none opposed. MOTION CARRIED.
6. **Appoint an international nonvoting member to the Executive Council for a one-year term.** President Jones provided a background to the agenda item for the benefit of the new Council members, and Charles Patterson reviewed the last two appointments. He said that as outgoing president he had solicited names from Frances Faircloth Jones and some of the ASCD staff, and he recommended the appointment of Dr. Ang Wai Hoong of Singapore.

Marge Chow moved, and Sherrelle Walker seconded, to appoint Dr. Ang Wai Hoong as the international nonvoting member to the Executive Council for a one-year term.

Ed Hall said that the president can make this appointment but the selection process has differed from year to year and it should be consistent.

Sherrelle Walker requested a “call for question”; there were none opposed. She asked for a discussion of the process. Charles Patterson cited the ASCD Constitution, which gives the president the authority to appoint the international member, and David Rainey reminded the Executive Council that Charles had solicited input from the Executive Council on the process. President Jones stated that it is the president’s prerogative to select the international member. Ed Hall asked that information on the procedure be included in future agenda items.

*(Agenda item tabled from Thursday’s meeting.)*

1. **Receive recommended Executive Council calendar.** Susan Nicklas suggested several possible sites as alternatives to Singapore for the fall Executive Council visit, including Curaçao, St. Maarten, Toronto, and Amsterdam and provided expected costs for those sites as well as Singapore and Alexandria, VA. Council members discussed pros and cons for visiting these sites.

Marge Chow moved, and Brenda Benson-Burrell seconded, to hold the fall meeting of the Executive Council in Curaçao (exact dates to be determined) and to consider Ontario, Canada, as a back-up. **MOTION CARRIED.**

Susan will fax a list of possible dates to the Executive Council members.

Chuck Schwahn moved, and Joanna Kalbus seconded, to receive the remaining Executive Council meeting calendar. **MOTION CARRIED.**

**Other comments**
Gene Carter distributed a roster of the 1996-97 Executive Council members; he mentioned an article from the Tuesday, March 19, issue of *USA Today* about the Education Summit. He also announced that Executive Council members would be upgraded to Premium Memberships for the duration of their time on the Executive Council. Whatever balance remains on paid membership
will be reinstated upon retirement from the Executive Council. President Jones thanked Gene for the gracious gesture.

Sherrelle Walker asked that an Executive Council roster, revised to indicate e-mail addresses, be distributed at the June meeting. Jan asked that ASCD staff look at ways that Council members could be connected electronically.

President Jones adjourned the meeting at 2:30 p.m.