EXECUTIVE COUNCIL MINUTES

JUNE 20 AND 21, 1997
EXECUTIVE COUNCIL MEETING
Friday, June 20, and Saturday, June 21, 1997
Sheraton Suites Hotel
Alexandria, Virginia

MINUTES

ATTENDING
Edward L. Hall, President (AL); Thomas Budnik, President-Elect (IA); Frances Faircloth Jones, Immediate Past President (NC); M. Kay Awalt (TN); Bonnie Benesh (IA); Bettye Bobroff (NM); Marge Chow (WA); John Cooper (NY); Michael Dzwiniel (Alberta); LeRoy Hay (CT); Joanna Kalbus (CA); Raymond McNulty (VT); Judy Stevens (TX); Sherrelle Walker (WA); and Robert Watson (SD).

ASCD STAFF
Gene R. Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Associate Executive Director for Operations; John Bralove, Assistant Executive Director for Financial and Administrative Services; Ronald Brandt, Assistant Executive Director; Doug Soffer, Assistant Executive Director for Constituent Relations; Melody Ridgeway, Assistant Executive Director for Information Systems and Services; Mikki Terry, Assistant Executive Director for Program Development; and Becky DeRigge, Executive Coordinator.

FRIDAY, JUNE 20, 1997

CALL TO ORDER
President Edward L. Hall called the meeting to order at 8:30 a.m.

1. President’s remarks.
President Hall welcomed the new Council members to the meeting and said that the new member orientation session was very productive. He reminded Executive Council members that they are in the policy making business and that they act as a group and not as individuals or representatives of affiliates, regions, or countries. Council members bring a "global perspective" to the table and do not micro manage. Council members should be active listeners, and he reminded them of the mechanisms in place for individuals to bring concerns before the Executive Council. He asked the Executive Council to keep the Executive Session proceedings confidential and to please refrain from paraphrasing one another so that the agenda could move along quickly.

Kay Awalt announced that she would become Associate Director of her school district in Tennessee on July 1. Bonnie Benesh announced that she has resigned her position as Director of Curriculum and Instruction for the Newton Community School District.
John Cooper thanked Executive Director Gene Carter and the ASCD staff for helping him produce typed notes from the orientation session, which he would distribute to Council members later. He and Bob Watson offered the following comments on the new Council member orientation session held on Thursday, June 19: the Council needs to operate as a group; the face-to-face meetings with the staff were extremely important and very productive; we recognize the need to combine work with humor; staff members sharing a historical perspective with new Council members was very valuable; we have a phenomenal appreciation for the staff because of their dedication; and the time spent with Service Center staff was very productive and it would be nice to have more time with them in the future.

Watson and Cooper said they hoped that their being in the Service Center reflected the respect and admiration they have for the Service Center staff’s work, and they said that all the Council members could benefit from the message they heard yesterday from “Preacher Ed.” Watson said that the new Council members began to develop into a supportive team with the leadership provided by more experienced people and with the new theories of education that they discussed. They had an opportunity to see the systematic nature of the roles and responsibilities of everyone, and the presentations enabled them to see how the ASCD threads become a fabric. While we’re an organization of service, we are also an organization of people for people.

2. **Appoint a process observer.**
   President Hall appointed Kay Awalt and Marge Chow as process observers.

3. **Establish the Consent Agenda.**
   Immediate Past President Frances Faircloth Jones moved that the following agenda items be placed on the Consent Agenda: 4, 20, 21, 22, 23, 24.1, 24.2, 24.3, 25, 27, 30, 31, 32, 33, 34, 36, and 37, and President-Elect Tom Budnik seconded. **MOTION CARRIED.**

Sherrelle Walker said she would like to comment on item 23 later, and John Cooper said he had some questions about item 31.

Gene Carter distributed additional material with information that was not available at the time the agenda notebooks were prepared: (1) an addendum to item 24.1, “Partnering Initiative”; (2) an addendum to item 24.3, “Report on National Standards Forum”; (3) a memo from Ron Brandt dated June 19 and a list of “What We Believe,” related to item 26, “ASCD Positions”; (4) results of the governance survey from the Affiliate Leadership Conference; and (5) a revision of item 36, “Calendar of events.”

John Cooper distributed miniature pocketknives to Executive Council and ASCD staff members on behalf of the Canandaigua, New York, school district.
President Hall asked Ron Brandt to review the process that would be used for agenda item 26, “Adopt ASCD Positions.” Brandt distributed a list of the topics listed in “What We Believe” and asked Executive Council members to place a check mark next to those topics that they wished to discuss. He said he would consolidate all the comments he received by the end of the day and would share that information the next morning. Those topics not checked off would be adopted as ASCD positions and would not be discussed. The topics marked for discussion would be dealt with one by one.

4. Approve the March 1997 Executive Council meeting minutes.
The March 1997 Executive Council meeting minutes were placed on the Consent Agenda. MOTION CARRIED.

Kay Awalt moved, and Bob Watson seconded, to move into Executive Session. MOTION CARRIED.

Agenda items 5-7 were discussed in Executive Session.

Sherrelle Walker moved, and Judy Stevens seconded, to move into Open Session. MOTION CARRIED.

8. Status of FY 97 projected results compared to budget.
John Bralove said that at the last Executive Council meeting there was a request that a budget summary be presented at each meeting. Gene Carter highlighted some items to provide a framework for the discussion of the next series of agenda items, which pertain to financial matters including ASCD’s current fiscal health. He noted that as of May 31, ASCD has expended 71.6% ($19 million) of the budget compared to 75.7% last year at this time. He said that Premium Memberships and the sale of print materials, professional inquiry kits, and Annual Conference registration are strong, but the Comprehensive Memberships and sales of videos and Only the Best are not as successful. Carter reviewed the budget overages, inventory, and unanticipated expenses. He also reviewed the current figures for the various membership categories and said that, in the non-U.S. arena, ASCD has a little more than 10,000 paid members.

Carter reminded the Council members that ASCD is a nonprofit, tax-exempt organization, and he shared some of the characteristics of that status, including exemption from income taxes (but not sales tax), tax deductible contributions and dues, and severe restrictions on lobbying activities (we must clearly distinguish between lobbying efforts and influence building).

John Bralove reviewed the adjustments, which are unanticipated paper transactions that are made as a result of new auditing procedures. He said that ASCD does not expect any more adjustments, although the auditors may not be happy with the value of ASCD’s inventory, in which case another adjustment would be necessary. He said that these
adjustments are accounting adaptations that do not reflect a reduction of cash. Kay Awalt asked if the projected salary increases were part of the adjustments, and Bralove said that they were and that the budget was sufficient to cover those increases. Sherrelle Walker asked why the video sales were not moving, and Mikki Terry said that sales were slow across the board. She noted the development of new formats that may help to capture new segments of the market, including 10-minute how-to videos. Tom Budnik asked about the possibility of a dues increase (mentioned in Baltimore) and noted that the rationale for the increase was not clear. Bralove said that there is a dues increase provided for in the new budget. Gene Carter referred to a recent memo he mailed to the Board of Directors that provided more information about the proposed increase, and he said that the amount of the proposed increase was rather insignificant compared to the value of ASCD services.

President Hall asked why the sale of advertisements was down. John Bralove explained that the drop in color ads contributed to the decrease in revenue but that he expected the number of ads to increase in the future.

No motion required.

(Discussion of this item was held until later in the day because of technical difficulties.)

10. Authorize budget overages.
John Bralove referred to the budget overages that the Council had already authorized, and he reviewed those overages anticipated since the last Council meeting in March 1997. He said that the Executive Council approved a policy several years ago authorizing the Council to approve all expenses anticipated to exceed the budget by $5,000.

John Cooper moved, and Judy Stevens seconded, to authorize the budget overages.
MOTION CARRIED.

John Bralove said this information is provided to the Executive Council at each meeting. He noted that ASCD has two investment advisors and we are satisfied with their performance. The investment portfolio is particularly important now because ASCD has already spent $3 million of the portfolio as the equity in the new building. This information is not reflected in the notebook material now, but it will be in October. Bralove said that ASCD must build its cash reserves up again and that the display that Council members will see later (agenda item 9) will provide some sense of ASCD’s ability to build them up again and what action might be necessary to do so. He reminded Council members that the auditors said ASCD should have between three and six months worth of expenses (between $7.5 million and $15 million) in reserve. If you subtract $4 million (to be spent on the new building), the portfolio will be reduced to $5 million.
figures will be mailed to the Board of Directors along with the ballot in August. Bonnie Benesh suggested that the information included in Carter's memo regarding the proposed increase in dues be reiterated in August as well. Tom Budnik said that the increase in Annual Conference registration for 1998 should be explained along with a description of some of the new products that are indicated to help the Board. Marge Chow noted that because there are some increases in staff for some departments but not an overall increase in staff, it should be explained that some part-time positions are changing to full-time positions. Ray McNulty said the notes should be expanded. Judy Stevens said that looking at the projections makes her concerned that there are unpredictable things that we must be prepared for. Bonnie Benesh said we have to spend money to make money; this involves some risk taking. She said she would be willing to vote on a budget that may have a lower cash balance that would project ASCD into the future.

Joanna Kalbus moved, and Sherrelle Walker seconded, to authorize the FY 98 budget for transmittal to the Board of Directors for approval. MOTION CARRIED.

Sherrelle Walker moved, and Bonnie Benesh seconded, to set aside at least $400,000 in a fund balance for unanticipated expenses.

Council members discussed the advantages and disadvantages of carrying a smaller cash fund balance. Sherrelle Walker called for the question and the motion received 11 votes in favor and 2 against. MOTION CARRIED.

14. Authorize combination of Cecelia Unzicker Randall's bequest and the ASCD Leadership Foundation Fund to be used in support of the Strategic Plan.
Diane Breth said that ASCD was surprised and pleased to receive this bequest from an ASCD member. Combining this money with the current Leadership Foundation Fund would provide ASCD with a larger amount of money to support its Strategic Plan. The combined fund would be designated to support the goal of children in poverty.

Marge Chow moved, and Bonnie Benesh seconded, to authorize the combination of Randall's bequest and the ASCD Leadership Fund to be used in support of the Strategic Plan. MOTION CARRIED.

Executive Council members discussed ways that ASCD members might be encouraged to bequeath money to ASCD.

15. Report on relationships with past presidents and working groups.
Frances Jones provided some background information on this agenda item. She said the Executive Council has explored ways to maintain involvement and interest of the past presidents, and she reviewed what has been done to date: (1) all past presidents were invited to sit in the front row of an Annual Conference general session to be recognized by the membership, (2) Annual Conference registration fee is waived for past presidents, (3)
figures will be mailed to the Board of Directors along with the ballot in August. Bonnie Benesh suggested that the information included in Carter's memo regarding the proposed increase in dues be reiterated in August as well. Tom Budnik said that the increase in Annual Conference registration for 1998 should be explained along with a description of some of the new products that are indicated to help the Board. Marge Chow noted that because there are some increases in staff for some departments but not an overall increase in staff, it should be explained that some part-time positions are changing to full-time positions. Ray McNulty said the notes should be expanded. Judy Stevens said that looking at the projections makes her concerned that there are unpredictable things that we must be prepared for. Bonnie Benesh said we have to spend money to make money; this involves some risk taking. She said she would be willing to vote on a budget that may have a lower cash balance that would project ASCD into the future.

Joanna Kalbus moved, and Sherrelle Walker seconded, to authorize the FY 98 budget for transmittal to the Board of Directors for approval. MOTION CARRIED.

Sherrelle Walker moved, and Bonnie Benesh seconded, to set aside at least $400,000 in a fund balance for unanticipated expenses.

Council members discussed the advantages and disadvantages of carrying a smaller cash fund balance. Sherrelle Walker called for the question and the motion received 11 votes in favor and 2 against. MOTION CARRIED.

14. **Authorize combination of Cecelia Unzicker Randall's bequest and the ASCD Leadership Foundation Fund to be used in support of the Strategic Plan.**

Diane Berreh said that ASCD was surprised and pleased to receive this bequest from an ASCD member. Combining this money with the current Leadership Foundation Fund would provide ASCD with a larger amount of money to support its Strategic Plan. The combined fund would be designated to support the goal of children in poverty.

Marge Chow moved, and Bonnie Benesh seconded, to authorize the combination of Randall's bequest and the ASCD Leadership Fund to be used in support of the Strategic Plan. MOTION CARRIED.

Executive Council members discussed ways that ASCD members might be encouraged to bequeath money to ASCD.

15. **Report on relationships with past presidents and working groups.**

Frances Jones provided some background information on this agenda item. She said the Executive Council has explored ways to maintain involvement and interest of the past presidents, and she reviewed what has been done to date: (1) all past presidents were invited to sit in the front row of an Annual Conference general session to be recognized by the membership, (2) Annual Conference registration fee is waived for past presidents, (3)
past presidents receive a copy of all Executive Council and Board of Directors meetings
minutes and the Annual Report, and (4) past presidents receive business cards and copies
of an updated past presidents directory. She noted that a group photograph was taken at
the past presidents luncheon during the Annual Conference in Baltimore, and copies of the
photo were distributed. Jones said this item does not have to appear on future agendas.
Gene Carter said he would continue to explore ways to solicit material from the past
presidents for the archives.

No motion required.

16. **Adopt proposed action plans on new ASCD positions.**
Diane Berreth said the Council is familiar with the action plans that are developed after the
Board of Directors votes to adopt positions. Sherrrelle Walker suggested that a
“measurement” or “goals” column be added to the plans. Berreth noted that one of the
action plans includes this information but that we will add the information to all of the
plans by next year. She said that governors, chief education officers, and identified policy
advisors receive copies of *Infobrief* and press releases, and Don Ernst, Government
Relations Director, communicates frequently with the affiliates. Berreth said that the plans
were developed across the different ASCD work groups.

Lee Hay said that under the action plan for Teacher Education and Professional
Development, the issue of time for teachers to reflect is very important, and Diane Berreth
said she would share this concern with Don Ernst. The action plans will continue to be
modified. Bonnie Benesh questioned the use of the word “public” in the following
sentence in the action plan for Teacher Education and Professional Development: “We
endorse the concept of development centers: public elementary and secondary schools at
which professional training and development is a major focus.” Ron Brandt said that this
was the language adopted by the Board of Directors last March but that Bonnie had a
good point because sometimes the word “public” is used without anyone thinking about it.

Michael Dzwiniel asked about the work of a “teacher advisory group” that is mentioned
under the current activities for this action plan, and Mikki Terry explained that 25% of
ASCD members are teachers but that they have a very low retention rate. ASCD has a
group, cochaired by Ron Miletta (Director of Marketing) and John Henderson (Regional
Director for the Northeast Region) to look at this problem. Dzwiniel said he would like to
see something done to help teachers actually do something about a particular issue—some
sort of summary of what they should do. Diane Berreth said that as ASCD continues to
look at this plan we should check to see if teachers’ needs are reflected, and Dzwiniel
suggested adding the word “provincial” to denote Canada’s governance system as well.

Lee Hay moved, and Joanna Kalbus seconded, to adopt the action plans for the new
ASCD positions. MOTION CARRIED.
17. **Adopt proposed policy on President-Elect succession.**
Diane Berreth reviewed ASCD's current policy (205) on succession of office: "If the President is unable to serve the Association for any reason during the year of presidency, the Immediate Past President continues to act in the presidential capacity until September 1, when the President-Elect assumes the duties of the President through the expiration of the term of office."

Berreth then reviewed the proposed policy that would address the succession of office if the President-Elect is unable to serve out his term of office: "If the President-Elect is unable to serve the Association for any reason during the President-Elect term, a special general membership election is held, with the remaining candidate for President-Elect and the alternate for President-Elect appearing on the ballot. The President assumes the duties of the President-Elect until the special election results are known." Council members discussed whether a separate election would justify its cost.

Kay Awalt moved, and Bob Watson seconded, to approve the proposed policy. President Hall called for a vote; the motion received 12 votes for approval and none against. **MOTION CARRIED.**

18. **Adopt proposed policy on term limit for elected office.**
Diane Berreth reviewed two proposed policies that address the issue of service in an elected office:

302.5 (A) No person is eligible to serve more than one elected term in the same office. Elected office is defined by position title rather than by type of election. **Rationale:** This policy supports broad participation in ASCD governance and enhances our ability to live out our belief in diversity as a strength.

and

302.5 (B) There is no limit on the number of terms a member may serve in the same elective office. **Rationale:** This policy supports continuity, the value of organizational history, and the maintenance of organizational culture.

She summarized the proposed policies by saying that option A prohibits serving more than one term in the same office and option B will allow a person to serve more than one term in the same office.

Michael Dzwiniel clarified that policy A prohibits one from serving in the same office for a lifetime and not for consecutive terms. Bob Watson said he is opposed to people serving for many years at a time. John Cooper said he is not in favor of limiting the number of
terms a person can serve because we already have safeguards in place; the Nominations Committee can make that choice. Judy Stevens reminded Council members to think about the long-standing problem of attracting quality candidates as they consider these two options. Council members discussed the possibility of another option regarding consecutive terms and what that would mean to the different positions.

Lee Hay moved, and Marge Chow seconded, to consider a third option (C). "No person is eligible to serve two consecutive terms in the same office." President Hall called for a vote to add option C for a later vote. MOTION CARRIED.

Bonnie Benesh moved, and Joanna Kalbus seconded, to adopt option C. Lee Hay said he was not clear on its meaning, and Council members further discussed how the effect of option C would be different depending on the position.

Lee Hay moved, and Kay Awalt seconded, to table the agenda item until the October Executive Council meeting, when staff could present option C with clearer language. President Hall called for a vote on the motion to table this agenda item; 14 voted in favor and 1 voted against. MOTION TO TABLE CARRIED.

The Executive Council adjourned for the lunch break. President Hall called the meeting to order at 1:00 p.m. He distributed copies of a Power Point presentation on marketing that Ron Miletta used at the new Council member orientation session on Thursday, and he reminded Council members to submit any changes to topics listed in "What We Believe" to Ron Brandt by the end of the day.

9. Review five-year cash flow and budget projections (postponed from earlier).
John Bralove used different models with different variables to illustrate what could happen to ASCD’s cash flow in determining budget projections for the next five years. He noted that the farther out the projection the less comfortable he feels. Judy Stevens asked if school funding issues were considered in the projections, and Bralove said they were to some extent; ASCD hasn’t yet felt the effects of less funding. Gene Carter noted that the extent to which ASCD can match its array of services to what practitioners view their needs to be will become more and more important.

John Bralove also illustrated what could happen to ASCD’s cash flow when the variables change. The current projection is that by the end of FY 97, ASCD will show a cash increase of $578,000. After moving into the new building next year, we will show a decrease of $549,000. Bralove also displayed graphs indicating "projected net surplus" and "cash generated" figures.

Marge Chow asked about the percentage of increase in membership revenue over the last three to five years, and Frank Betts responded that the figure has been 7-10%, although it is beginning to slow down somewhat. Doug Soffer noted that in the future ASCD will be
able to use new technology for “target marketing,” which if it is successful, should result in an increase in membership revenue.

No motion required.

19. Discuss recommendations from the 1996-97 Nominations Committee.
Diane Berreth explained that this discussion is to give the staff direction for proposing new policies or protocols for the fall Executive Council meeting. The first issue is the ongoing shortage of alternates. Since the slate of candidates was published, we have lost another candidate for member-at-large. We have already used two alternates and have only one alternate left. The second reason for this discussion is to give the Nominations Committee guidance about the shortage of candidates. The Committee’s practice this year violated policy--they did not select an alternate for each position on the slate because of a shortage of nominees. Judy Stevens said perhaps we need to be more aggressive in convincing people of the merits of serving on the Board of Directors. Sherrelle Walker said that maybe we need to rethink the tasks and functions of the Nominations Committee and maybe they need to be modified. We are not getting the candidates that are out there. Should the work of the Nominations Committee begin earlier than Annual Conference? We have never asked any of the Committee members, except for the Chair, to do anything other than attend that meeting. Perhaps we need to rethink the role of the Nominations Committee as a whole and what it could do from March to the following January 31, when the nominations are due.

John Cooper said we have a problem, but we have identified a solution that we’re trying to modify. We are not getting the quantity and quality of candidates we want. Maybe the process we are using isn’t the best one to use to come out with the best candidates. Lee Hay said we have been getting the candidates for President-Elect and Executive Council but not the members-at-large. The issue is really the members-at-large. The intent of the at-large positions was to represent the nonaffiliate sector of the membership, but now we turn to the affiliates to identify candidates for the at-large positions. Diane Berreth said we did have a problem this year with getting only one alternate for the Executive Council positions, but the chronic problem is with the members-at-large. The membership increased the number of members-at-large from 20 to 30 in 1994.

Frances Jones said we need to look at the larger picture instead of looking at it piece by piece. We need to ask, what are the guidelines? What are some nonnegotiables that need to be in a format for the work of the Nominations Committee? We don’t have a composite picture of how the nominations and elections processes fit together. It may be time for our President to appoint a small working group to take a look at the Nominations Committee process and the election process and to put that information in a document that people can refer to. She said this was the number one issue brought to her attention during her year as president. Bonnie Benesh said she agreed with Jones. She asked how much time was spent at the Affiliate Leadership Conference to help the new leaders learn
about the process. If information comes out as part of a packet, it may be confusing. Diane Berreth said that the new Executive Council members have already reviewed the chronic problems of maintaining diversity and attracting qualified candidates. She noted that information about the processes has been a major part of ALC and was included in articles in Affiliate Action and Education Update. The only recommendation from the Nominations Committee that staff did not use was a tear-out postcard because it was very expensive.

Lee Hay commented that the issue is really the at-large positions. Judy Stevens said she supports Frances’ recommendations for a subcommittee and to collect information into a document. Marge Chow suggested that past committee members could be targeted for a survey. Gene Carter said there seems to be a cloud of mystery regarding the Nominations Committee’s role and the process it uses. The attention to diversity is nonnegotiable. There is an impression that the Nominations Committee is a freestanding entity that solicits little guidance. He said there is no training session for the new members, and a record of the proceedings should be kept. Kay Awalt said that she also supports Jones’ recommendation and that she is concerned about the policy that if one is not elected one cannot come back the next year to run for the same position. She also mentioned that a member-at-large rarely has any financial support.

Bettye Bobroff said that when candidates lose they don’t want to go through the process again; we need to think about how to retain these people. Bonnie Benesh said another concern is inconsistency and lack of depth to the questions that candidates are asked. We should consider having questions that are used consistently for each position and having more information submitted in writing. Tom Budnik said that the Associates group could be used to get more people involved.

President Hall said he would appoint a committee and bring forth recommendations to the Council at its fall meeting. Frances Faircloth Jones moved, and Tom Budnik seconded, to approve the committee appointment. MOTION CARRIED.

20. Report on proposed process to review ASCD’s name.
The report on a proposed process to review ASCD’s name was placed on the Consent Agenda. MOTION CARRIED.

The report on relationships with affiliates was placed on the Consent Agenda. MOTION CARRIED.

The report on Executive Council representation at regional meetings was placed on the
Consent Agenda. MOTION CARRIED.

Doug Soffer announced the names of Executive Council members who were scheduled to attend the regional meetings. Tom Budnik will attend the Northeast Regional Meeting in Providence, Rhode Island; Bonnie Benesh will attend the Northwest Regional Meeting in Calgary, Alberta, Canada; and Lee Hay or John Cooper will attend one of the other two meetings. (Note: After the Executive Council meeting, Marge Chow agreed to attend the Southwest Regional Meeting and Lee Hay agreed to attend the Southeast Regional Meeting.)

23. Status report on Strategic Alliances.
The status report on Strategic Alliances was placed on the Consent Agenda. MOTION CARRIED.

Sherrelle Walker reminded Council members and staff of the need to look at opportunities outside the educational arena.

The report on the Partnering Initiative on Education and Civil Society was placed on the Consent Agenda. MOTION CARRIED.

24.2 Report on Presidents’ Summit for America’s Future.
The report on the Presidents’ Summit for America’s Future was placed on the Consent Agenda. MOTION CARRIED.

The report on the National Standards Forum was placed on the Consent Agenda. MOTION CARRIED.

The report on the work of the Governance Evaluation Commission was placed on the Consent Agenda. MOTION CARRIED.

(Discussion of this agenda item took place on Saturday.)

The evaluation of the 1997 Annual Conference was placed on the Consent Agenda. MOTION CARRIED.

28. Review potential Annual Conference sites for 2006 and authorize staff to seek proposals from central U.S. sites.
(Discussion of this agenda item took place on Saturday.)

29. **Provide input on topics, issues, and consultants for 1998-99 Professional Development Institute schedules.**
Mikki Terry referred to the “Suggestions for 1998-99 Institute Schedule” form included in the Council’s notebook, and she said she would call Council members about the consultants they recommended. She asked that the completed form be returned to her on Saturday. She noted that ASCD has tried to build technology into the training, and she mentioned the training academies held during the last three summers.

The report of the preliminary evaluation of the 1997 Affiliate Leadership Conference was placed on the Consent Agenda. MOTION CARRIED.

31. **Status report on Setting the Record Straight.**
The status report on Setting the Record Straight was placed on the Consent Agenda. MOTION CARRIED.

Joanna Kalbus asked about the status of a panel and any information from ASCD’s legal counsel regarding concerns about a possible anti-Asian bias in Gerald Bracey’s publication. Gene Carter responded that both efforts are in progress. ASCD has been in contact with its legal counsel to ensure that the rights of the parties involved will not be compromised. The follow-up suggestions are consistent with appropriate due process. We have identified a number of individuals for the panel who we think will be able to review the document. Mikki Terry is facilitating the review process and a report will be provided at the October Executive Council meeting.

Joanna Kalbus said that Harry Wong spoke to her, Ang Wai Hoong, and Marge Chow. He asked Kalbus to distribute a memo to Executive Council members, which she will do. Marge Chow suggested that the letter be distributed to the panel members as well. Gene Carter noted that he had recently visited Singapore and that members of Singapore ASCD had not expressed any further concern after he informed them of the ongoing efforts.

32. **Status report on Urban Education Initiative.**
The status report on Urban Education Initiative was placed on the Consent Agenda. MOTION CARRIED.

33. **Progress report on National Council for Accreditation of Teacher Education (NCATE) collaboration.**
The progress report on the NCATE collaboration was placed on the Consent Agenda. MOTION CARRIED.

34. **Status report on Forum of Educational Organization Leaders (FEOL) initiative.**

13
The status report on the FEOL initiative was placed on the Consent Agenda. MOTION CARRIED.

35. **Preliminary agenda and plans for the Executive Council meeting in Toronto.**
Doug Soffer said that the fall meeting’s program would be interesting, and he mentioned three items: the fast pace of educational change in Ontario, six or seven change initiatives, and Toronto’s multicultural population. He said the visit would be split between Kitchener and Toronto. Soffer distributed copies of a tentative agenda and said that additional material would be sent to Council members in August.

Judy Stevens asked that he remember the fast pace of last year’s international meeting in Curaçao, and Soffer said that some free time would be available.

36. **Calendar of events.**
The calendar of events was placed on the Consent Agenda. No motion required.

37. **Schedule of reports.**
The schedule of reports was placed on the Consent Agenda. No motion required.

President Hall adjourned the Friday session at approximately 5:30 p.m.
SATURDAY, JUNE 21, 1997

CALL TO ORDER
President Hall called the meeting to order at 9:00 a.m. He commented on the previous evening's dinner honoring Ron Brandt, and he announced that Belinda Williams would lead the Executive Council members in a professional development activity around 10:00 a.m.

28. Review potential Annual Conference sites for 2006 and authorize staff to seek proposals from central U.S. sites.
   John Bralove led the Council in an activity designed to solicit feedback on specific criteria that staff should use to recommend future Annual Conference sites. He presented a list of 20 questions, and Council members voted for the 6 or 7 that they considered most important. The following criteria received the most support: the number of sleeping rooms available within 15 minutes of the central meeting location; adequacy of the convention center; general appeal of the city; accessibility by air, car, or train; cost to participants of transportation, lodging, and food; and ability to hold exhibits and general sessions at a convention center.

Ray McNulty moved, and Bonnie Benesh seconded, to investigate returning to San Antonio and New Orleans. MOTION CARRIED.

Marge Chow moved, and Frances Faircloth Jones seconded, that staff also consider Chicago, Dallas, and Nashville as possible Annual Conference sites. MOTION CARRIED.

26. Adopt ASCD Positions (Synthesis of Resolutions)
   President Hall said that the next order of business would be to act upon a set of proposed positions adapted by Ron Brandt from the Synthesis of Resolutions, last published in 1993, and from the position statements adopted at each Annual Conference since 1993. He reminded Council members that Brandt had distributed a list of the positions the day before and had asked them to check those they had questions or concerns about.

Brandt explained that the new publication will replace the Synthesis, which was published every three years in accord with a resolution adopted in 1980. (It is being replaced because we no longer pass resolutions.) The positions will also be made available on the ASCD Web site, which will also have rationale and background information on selected topics. He said some of the material in the 1993 Synthesis is valuable historically but is out of date. The new publication ("What We Believe") will give ASCD's current position on education-related public policy issues, so no dates will be given. Material no longer considered current will be retained in our files but "retired" to the archives.

Lee Hay pointed out that existing ASCD policies do not provide a process for withdrawing resolutions. He agreed with Brandt's suggestion that staff develop a proposed policy on the matter for adoption at the next Council meeting.
Brandt said that Council members' concerns about the proposed positions fell mostly into three categories: some of the positions were about relatively unimportant things and could be dropped, some of the positions could be grouped rather than listed as narrow topics in isolation from one another, and many of the positions reflected the perspective of the United States rather than an international one. Ray McNulty said that the position on bilingual education, for example, although applicable to some other countries, was worded to apply mainly to the United States. Bonnie Benesh agreed with that concern, but Sherrelle Walker noted that ASCD is still a predominantly U.S. organization, so we must not ignore issues affecting education in the United States.

Several Council members asked what would happen to statements that would not appear in the new publication but perhaps still deserved consideration. Brandt said that the entire set of statements, including those not included in the booklet, would be reviewed by the Issues Committee at their fall meeting. As in the past, the Issues Committee will propose additional positions, some of which might incorporate points from former resolutions not in the current set of positions.

Further discussion of this agenda item was postponed until after Belinda Williams' presentation.

Belinda Williams, the editor of ASCD's book, *Closing the Achievement Gap: A Vision for Changing Beliefs and Practices*, joined the Executive Council members in a two-hour conversation about effecting genuine change in the achievement of poor children. Williams is a Program Development Specialist at The Northeast and Islands Regional Educational Laboratory at Brown University. She focused the discussion around the influence of cultural environments on learning and the implications for curriculum, instruction, assessment, and professional development.

President Hall thanked Belinda Williams for her presentation and for rearranging her schedule to accommodate the Executive Council's revised Saturday agenda. The Council then adjourned for lunch. President Hall reconvened the meeting at 12:45 p.m.

26. **Adopt ASCD Positions (Synthesis of Resolutions - continued)**.

Executive Council members proceeded through the list of topics, reviewing each of the proposed positions that had been questioned by a Council member. A straw vote was taken on each position that someone considered unnecessary and several were dropped, including statements on supervision and teacher certification (which largely duplicated other positions). Most statements, however, were retained. It was decided that all statements referring specifically to education in the United States should be labeled accordingly.

Council members were then asked to vote separately on a proposed position statement on reading instruction prepared by the Education Issues Unit for a forthcoming issue of
Infobrief. Ron Brandt explained that because the topic is so controversial and because the Council was meeting at the time the publication was being completed, it seemed appropriate to request Council approval. Marge Chow moved, and Judy Stevens seconded, to adopt the position on reading instruction. MOTION CARRIED.

38. Process observations.
Marge Chow said that President Hall did a great job facilitating the meeting and that his ground rules helped to set process and climate and helped to move the meeting along. She said that she noticed that the norm is to ask a lot of questions, and she suggested that if there is a need for clarification, Council members should e-mail or call ASCD staff with those questions. Participation seemed to be balanced and everyone was attentive. She noticed very few sidebar conversations; people were willing to listen and were respectful of one another. She appreciated the efforts to get the question on the floor. A couple of times everyone was talking at once, but twice during the length of the meeting is not that bad. She said she heard some comments that too much time was spent on the term limit and succession policies and there was a little confusion about the voting process for the Synthesis of Resolutions. There was good humor, respect, and thoughtfulness.

Kay Awalt said that, on the positive side, the group handled things quite well. There was more equal participation on the Nominations Committee questions. Sometimes some members do have a tendency to dominate discussions, but by and large participation was balanced. People were attentive; during the election policy discussion we tended to be more open to solutions. Tabling of the agenda item was appropriate. Body language was very positive. She said she saw more side conversations on Saturday than she had on Friday, with more taking place during the discussion of the budget and the activity regarding the site of the 2006 Annual Conference. She noted a lot of frustration with rushing through the ASCD issues voting process. This was a good group, and it is interesting to watch the flow of the three-year terms. She noted that the “freshmen” jumped right in.

Michael Dzwiniel said that he felt a little intimidated at first but that the members of the Executive Council made him feel welcome. Marge Chow thanked the staff for being so patient.

Gene Carter asked Council members to think about suggestions and ideas for future professional development activities and to share those ideas with Mikki Terry. He mentioned that the goal notebooks were available for viewing outside of the meeting room (new Council members saw them during their orientation session). He thanked Council members for helping ASCD staff to move in a very positive way toward achieving these goals and asked them to provide further input and guidance.
Tom Budnik asked that any suggestions for speakers or for a theme for the 1999 Annual Conference be given to him by October. President Hall adjourned the meeting at approximately 1:40 p.m.

GRC/bdr