EXECUTIVE COUNCIL MINUTES

MARCH 20 AND 25, 1997
EXECUTIVE COUNCIL MEETING
Thursday, March 20, 1997
Omni Inner Harbor
Baltimore, Maryland

MINUTES

ATTENDING
Frances Faircloth Jones, President; Edward Hall, President-Elect; Charles Patterson, Immediate Past President; Janice Adkisson (VA); Ang Wai Hoong (Singapore); M. Kay Awalt (TN); Bonnie Benesh (IA); Marge Chow (WA); LeRoy Hay (CT); Joanna Kalbus (CA); Raymond 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 for Operations; John Bralove, Assistant Executive Director for Financial and Administrative Services; Ron Brandt, Assistant Executive Director; Melody Ridgeway, Assistant Executive Director for Information Systems and Services; Doug Soffer, Assistant Executive Director for Constituent Relations; Mikki Terry, Assistant Executive Director for Program Development; and Becky DeRigge, Executive Coordinator.

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

1. Recognition of newly elected Executive Council members and President-Elect-Elect (attending as observers).
   President Jones introduced Thomas Budnik (IA), President-Elect-Elect, and the newly elected Executive Council members who were present: John Cooper (NY), Michael Dzwiniel (Alberta); and Bettye Bobroff (NM). She said that Robert Watson (SD) may not be able to join the Executive Council today.

2. President’s remarks.
   President Jones reminded the Executive Council members of the tight agenda that contained very critical issues. She asked them to keep their comments focused and substantive and to move the agenda forward.

3. Appoint a process observer.
   President Jones asked Bonnie Benesh to serve as process observer for the Thursday meeting.

   No motion required.
4. **Establish the consent agenda.**
President Jones suggested the following agenda items be placed on the Consent Agenda: 5, 9, 10, 11, 12, 20, 21, 22, 23, 24, 26, 27, and 33.

Charles Patterson moved, and Kay Awalt seconded, to place the above-listed agenda items on the Consent Agenda. MOTION CARRIED.

President Jones asked that two additional items be placed on the agenda for discussion: (1) a letter from Marilyn Winters (16.A), and (2) a letter from Harry Wong (34.A).

LeRoy Hay moved, and Ray McNulty seconded, to add these two items to the agenda. MOTION CARRIED.

5. **Approve the November 2-3, 1996, Executive Council meeting minutes.**
The November 1996 Executive Council meeting minutes were approved under the Consent Agenda. MOTION CARRIED.

Marge Chow moved, and Sherrelle Walker seconded, to move into Executive Session. MOTION CARRIED. Agenda items 6 - 8 were discussed in the Executive Session. (Items 9, 10, and 11, listed in the Executive Session, were approved under the Consent Agenda.)

Marge Chow moved, and LeRoy Hay seconded, to move into Open Session. MOTION CARRIED.

12. **Executive Director's Annual Report.**
Executive Director Gene Carter distributed copies of the 1996 Annual Report to Executive Council members, and he noted the new desk calendar format. He listed Canyon Lake, Texas; Chicago, Illinois; and St. Maarten, Netherlands Antilles, as the three areas highlighted in the report and said the report would be distributed to members of the Board of Directors at registration on Friday morning. Additional copies of the full report will be for sale, and the three individuals featured in the report (Quincy Harrigan, Hope Erickson, and Mary Delores Thibodeaux) will receive a framed photograph. He thanked Susan Hall, Public Information Director; Gary Bloom, Art Director; and other staff for their work.

President Jones asked Carter to convey her thanks, especially for the photos of children that appear in the Annual Report.

No motion required.
13. **Appointments**

13.1 **Appoint three Council members to select four members of the 1998 Nominations Committee.**
President Jones asked three of the retiring members of the Executive Council to act as the committee: David Rainey, chair; Charles Patterson; and Charles Schwahn. She noted that this committee would make its recommendations at a brief meeting of the Executive Council directly after the Board of Directors meeting on Friday.

No motion required.

13.2 **Appoint an Executive Council liaison and four members (no chair) to the Affiliate Excellence Award Selection Committee.**
Deputy Executive Director Diane Berreth said this Committee has traditionally met annually at ASCD headquarters. The President-Elect-Elect serves as a Committee member. President Jones asked for nominations for an Executive Council liaison to the Committee, and Sherrelle Walker nominated Marge Chow, who accepted the appointment.

Bonnie Benesh moved, and Kay Awalt seconded, to appoint the entire committee: Tom Budnik (President-Elect-Elect); Margaret Trader (MD); Gail Joseph-Alleyne (Trinidad & Tobago); Doug Soffer (Assistant Executive Director for Constituent Relations); and Marge Chow (WA), the Executive Council liaison. **MOTION CARRIED.**

13.3 **Appoint nine members to the Annual Conference Advisory Committee.**
Mikki Terry noted that the Committee members serve a one-year term but that those terms are renewable for up to three years. President Jones said the President-Elect-Elect will serve as the Committee Chair.

Charles Patterson moved, and Raymond McNulty seconded, to appoint the nine recommended members: Robert Clark (GA), Dave Puyear (MT), Mary Ann Reynolds (TX), Don Truscott (British Columbia), Stephanie Robinson (Washington, D.C.), Realista Rodriguez (VA), Anita Suazo (CA), Mary Delores Thibodeaux (IL), and President-Elect-Elect Tom Budnik as Chair. **MOTION CARRIED.**

13.4 **Appoint ten members, including the Chair, to the Constituent Relations Committee.**
Diane Berreth said that the former Assistant Executive Director for Constituent Relations, Susan Nicklas, was consulted about the appointments and that the recommended new members were reviewed by the regional directors.
Marge Chow moved, and Joanna Kalbus seconded, to appoint the recommended members: Harriet Arnold (CA); Jan Goodman (CA); Larry Johnson (MI); Gail Joseph-Alleyns (Trinidad & Tobago); Arnold Ostfield (Alberta); Larry Palko (PA); Jackie Robinson (VA); Carolyn Schubach (UT); Linda Torp (IL); and Margaret Trader (MD), Chair. MOTION CARRIED.

13.5 Appoint twelve members to the Editorial Board of the Journal for Curriculum and Supervision.
Mikki Terry explained that the Journal of Curriculum and Supervision is a scholarly journal and that O.L. Davis Jr. and his colleagues were consulted on the appointments.

Joanna Kalbus, moved, and LeRoy Hay seconded, to appoint the twelve members recommended: O.L. Davis Jr. (TX), Maurice Holt (CO), Marcella Kysiilka (FL), Gerald Ponder (NC), Jan Booth (TX), Peter Grimmett (British Columbia), Keron Kerr (ME), Ellen Stephens (MI), Gregory Wegner (WI), Lorraine Hong (WA), Frances Schoonmaker (NY), and Deanna Winn (UT). MOTION CARRIED.

13.6 Appoint nine members to the Program Development Advisory Committee.
Judy Stevens moved, and Sherrelle Walker seconded, to appoint the nine members recommended: Mike Eason (FL); Bena Kallick (CT); Joyce McLeod (FL); Bonnie Walters (CO); Belinda Williams (PA); John Grymes (VA); Claudia Geocaris (IL); Gary Bitter (AZ); and Charles Webber (Alberta), Chair. MOTION CARRIED.

14. Adopt recommended policy on repeating service on committees and working groups.
President Jones reminded Council members that ASCD is trying to bring in new people to give them experience on the various committees. Diane Berreth said that after the Executive Council makes a decision on the recommended policy, it will be asked if it wants to apply the same standard to elective office. She reminded the Executive Council members that all committee appointments are one-year terms that are renewable for up to three years.

Marge Chow moved, and Kay Awalt seconded, to adopt the proposed policy, which reads, "The number of years an individual may serve on a particular committee or working group is limited to foster broad participation. Except in unusual circumstances specifically approved by the Executive Council, persons who have served three full one-year terms may not be reappointed."

Raymond McNulty said that he understood the need to add new people to the organization but that he also saw a need to maintain people in the organization for consistency. Gene Carter said ASCD staff continues to explore ways to attract and maintain a high level of consistency. McNulty asked if affiliates have similar statements
in place, and Berreh responded that ASCD does not collect information on affiliate appointment policies.

LeRoy Hay moved, and Sherrelle Walker seconded, to amend the policy to read, "...may not be reappointed to a fourth consecutive term." LeRoy Hay said that individuals may have particular expertise and the desire to continue serving, and he wants to encourage involvement, but that we don't have a high percentage of members who want to become involved. Janice Adkisson asked why we needed to have a written policy if the Executive Council approves the recommended committee members, and Diane Berreh responded that standing oral agreements can fluctuate over time. Mikki Terry said that an individual could finish a term on one committee and serve on another.

President Jones asked for a vote to approve the policy as amended, which now reads, "The number of years an individual may serve on a particular committee or working group is limited to foster broad participation. Except in unusual circumstances specifically approved by the Executive Council, persons who have served three full one-year terms may not be reappointed to a fourth consecutive term." MOTION CARRIED.

15. Adopt policy on Nominations Committee slates.
Charles Patterson said the Nominations Committee is currently working on a slate of candidates for the 1997 elections and needs the Council’s direction. President Jones said that Council members should look at the proposed policy first and then focus on the Nominations Committee's work. Diane Berreh said Council members had previously discussed the issue of "pairing" the slate of candidates with voices on both sides of the issue, and that there are two conflicting values in play. The first proposed policy ("The Nominations Committee is expected to take the characteristics of current office holders into account when they nominate future candidates. To ensure success in achieving balance, the Committee may choose to nominate two candidates with similar characteristics for a particular office.") gives the Committee room to pair. The second proposed policy ("Candidates running for a position are expected to differ from one another in significant ways to reflect the diversity of the organization, rather than being "paired" on the basis of similar characteristics.") excludes that strategy from the Committee’s work. The Nominations Committee is waiting for a report from Charles Patterson on the Council’s action on this agenda item.

Judy Stevens asked if we have been able to achieve diversity without pairing, and Sherrelle Walker said that even though pairing was not used during her tenure on the Nominations Committee, her affiliate board had used it for balance. Charles Schwahn said that we shouldn't have to choose diversity over quality; he was concerned about last year’s election slate; and the Board of Directors should make this decision. Ray McNulty said that the current Council reflects a process that did not pair, and he proposed replacing the word "current" with "remaining."
Janice Adkisson moved, and Joanna Kalbus seconded, that the policy question be put before the Board of Directors at Friday’s meeting.

Judy Stevens asked if all policy questions would follow this pattern. Charles Schwahn said this is a governance issue, not a policy question. Gene Carter said that there was no reason the policy could not go before the Board on Friday but that the Board may not have an adequate amount of time to discuss it. Kay Awalt referenced the Board’s recent discussion on internationalization. Sherrelle Walker noted that the Board should be well prepared before it discusses any issue, and that it won’t have the necessary background.

Charles Schwahn moved that the Board consider the issue next year, but Charles Patterson said the Nominations Committee would complete its work the next day and needed direction now. Diane Berreth said the Nominations Committee has the right to pair under current policy, unless the Executive Council tells them otherwise. Charles Schwahn withdrew his motion.

Marge Chow said the Executive Council should give direction to the Committee now and prepare for a Board of Directors discussion of the issue next year. Joanna Kalbus agreed that the Board should be involved in this decision. David Rainey said that he agreed with Marge Chow and that we have to extinguish the perception that the process is subversive. Bonnie Benesh said time should be built in next year for the Board to discuss it. She suggested that the Nominations Committee not pair this year and that we develop a policy after the Board has discussed the issue. Gene Carter said the Committee is waiting for an answer now and the Executive Council should provide some short-term direction.

Janice Adkisson amended her motion to read “the policy question should be taken to the Board of Directors,” and Joanna Kalbus agreed to the amendment. Ray McNulty said he would support not pairing until the Board has discussed it.

LeRoy Hay asked for a point of order because the Council was debating the two issues and it needed to decide what to do in the meantime.

Marge Chow moved to amend Janice Adkisson’s motion to read “the policy question should be taken to the Board of Directors at its annual meeting in March 1998 (notice will be given to Board tomorrow)” and LeRoy Hay seconded that motion. The MOTION TO AMEND CARRIED.

Ray McNulty moved, and Charles Schwahn seconded, that the Executive Council direct the current Nominations Committee not to pair until the process has been reviewed by the Board of Directors. Marge Chow amended Ray McNulty’s motion to read, “The Executive Council directs the current Nominations Committee not to pair until the process has been reviewed by the Board of Directors. The Nominations Committee is expected to take the characteristics of current office holders into account when they
nominate future candidates." After further discussion, Marge Chow withdrew her motion.

A vote was taken on Janice Adkisson’s motion as amended, “The policy question should be taken to the Board of Directors at its annual meeting in March 1998 (notice will be given to the Board tomorrow),” and Joanna Kalbus’s second. MOTION CARRIED.

Charles Patterson stated that last year the Nominations Committee paired and that pairing is sometimes necessary to accomplish ASCD’s vision. David Rainey said that if we put it in the hands of the Board, the Council should not change the practice. If we act prior to that, we’re sending another message. Janice Adkisson said she agreed with Rainey, but Ray McNulty said that he disagreed and that the Council should take action now.

President Jones called for a vote on McNulty’s motion, and Charles Schwahn’s second, that “the Executive Council direct the current Nominations Committee not to pair until the process has been reviewed by the Board of Directors.” Four voted in favor, and nine voted against. The MOTION FAILED.

Judy Stevens said the record should state that last year’s Nominations Committee made its decision under appropriate policy. Gene Carter said the decision was within the Committee’s purview.

Charles Patterson said the nominations process resulted in only 13 nominations for members-at-large when 30 were needed. The Nominations Committee does not favor the continued practice of soliciting additional candidates at the Board of Directors meeting, but Patterson stated that we need contested elections and there is a need to go before the Board. Diane Berreth said that not having sufficient candidates is a violation of policy, and Gene Carter said the Nominations Committee should be reminded of that. Sherrelle Walker said that Council members need to help the Committee get the candidates they need--this is an ongoing issue. Council members should ask the affiliates how many candidates they recommended. Judy Stevens asked why there aren’t enough candidates. LeRoy Hay suggested it was due to the very nature of the positions--affiliates already have representation on the Board. Bonnie Benesh said she agreed with Stevens and Hay; she thinks that pairing has an impact on this because people don’t want to submit names if they’re going to be paired. Ray McNulty said that the question relates to numbers of candidates, not to having to go before the Board.

Charles Patterson said the Nominations Committee says they have followed policy. Sherrelle Walker said that Council members need to reinforce that the Nominations Committee has to develop a slate. If that means they have to go the Board then Council must be willing to support them. Patterson said he would direct the Nominations Committee to do that--to make every effort. He distributed copies of a memo from the Nominations Committee to the Executive Council that outlined the next steps for
extending the deadline for submission of candidate names and that requested representation at Sunday’s Governance Evaluation Commission meeting.

Council members determined that because the discussion at the Governance Evaluation Commission meeting would be exploratory and other opportunities would be available to the Nominations Committee for input, just the original invitees would attend.

Marge Chow moved, and Judy Stevens seconded, to accept the first three bulleted items on the Nominations Committee memo. No vote was taken on the motion.

16. Report on ASCD elections procedures and adopt recommended policy changes. Gene Carter said that the staff is looking at ways to improve the elections process, and he reviewed the procedures used last year. He reviewed the recommended changes in policy and protocols, which include using an independent audit firm to mail, receive, and tally the ballots for both the Board and general elections. He noted that the president of one of the local affiliates (District of Columbia, Maryland, or Virginia) would continue to appoint an election teller.

Janice Adkisson said she appreciated the changes in policy and protocols, and she suggested that, as a matter of protocol, the president or the president’s designee should officially welcome newly elected candidates. No action was taken on this suggestion.

Marge Chow moved, and Charles Patterson seconded, to adopt the proposed policy changes. MOTION CARRIED.

16.A Discuss letter from Marilyn Winters (new agenda item). Gene Carter outlined the current procedures used to inform candidates of election results, including letters to all candidates, and he noted that even though the actual vote tally is not shared, election results are published in Education Update. He said that he had responded twice to Winters but that she did not think Carter’s response was satisfactory. Copies of her letter addressed to the Council were distributed. Joanna Kalbus said she had discussed the issue with Winters, and Winters had also received correspondence from Tom Budnik. Kalbus asked how Council members should respond to letters addressed to the entire Council and not to an individual. LeRoy Hay said that in the future the President should acknowledge receipt of such letters. Janice Adkisson asked why the actual results of the election were not shared, and Carter noted that whatever decision the Council makes about election results needs to be consistent.

President Jones and/or Gene Carter will respond to Marilyn Winters’ concerns and will transmit her and her opponent’s election results to her.

No motion required.
17. **Recommend and transmit to the Board of Directors approval of affiliate application from Hong Kong.**
Diane Berreth said that Gene Carter and Ron Miletta, ASCD's Marketing Manager, made the required pre-affiliation visit and that all materials were in order.

Bonnie Benesh moved, and Judy Stevens seconded, to recommend and transmit to the Board of Directors approval of the affiliate application from Hong Kong. MOTION CARRIED.

18. **Report on the Constitutional Review Committee.**
President Jones reminded Council members of the recommendations brought to the Council last fall.

No motion required.

President Jones asked that any discussion on the work of the Governance Evaluation Commission take place after Sunday's meeting.

No motion required.

20. **Report on relationships with the Consortium of Institutions for Development and Research in Education in Europe (CIDREE) and other organizations.**
The report on relationships with CIDREE and other organizations was placed on the Consent Agenda.

No motion required.

21. **Report on current partnerships and alliances.**
The report on current partnerships and alliances was placed on the Consent Agenda.

No motion required.

Sherrelle Walker thanked ASCD staff for the evaluation results but said ASCD still doesn't seek out relationships with organizations that are different from us. She asked staff to share feedback on the options we have.

22. **Report on relationships with affiliates.**
The report on relationships with affiliates was placed on the Consent Agenda.

No motion required.
23. **Report on the Strategic Plan.**
The report on the Strategic Plan was placed on the Consent Agenda.

No motion required.

24. **Report on the Urban Education Initiative.**
The report on the Urban Education Initiative was placed on the Consent Agenda.

No motion required.

25. **Report on business planning for the Internationalization Framework.**
Frank Betts said that (1) ASCD does not allocate staff salaries by program, and (2) the data in the report is coordinated with the five-year projection and assumes the addition of two new affiliates per year.

No motion required.

26. **Report on ASCD Public Information Plan.**
The report on the ASCD Public Information Plan was placed on the Consent Agenda.

No motion required.

27. **Report on Forum of Educational Organization Leaders (FEOL).**
The report on FEOL was placed on the Consent Agenda.

No motion required.

28. **Approve and transmit the Review Council Report to the Board of Directors for action.**
Sandra Wegner, Chair, named the other members of the Review Council and reviewed its report, which was included in the Board of Directors notebook material. She said the Review Council chose the name of the report, “Curriculum Supervision: Current Status and Implications for ASCD,” based on concerns expressed last year. She reviewed the objectives of the survey, who was surveyed, and the Review Council’s definition of curriculum supervision. She also shared information on interpretations of the survey.

Sherrelle Walker thanked Wegner for the excellent information provided in the report and said that she was very pleased that ASCD took an active stand on the NCATE standards.

Ray McNulty moved, and Joanna Kalbus seconded, to approve and transmit the Review Council Report to the Board of Directors for action. MOTION CARRIED.

29. **Report on positions adopted in 1996.**
No discussion; no motion required.
30. **Approve and transmit the Issues Committee Report to the Board of Directors for action.**
Doug Harris, Chair of the Issues Committee, addressed members of the Council and said he felt good about the process and issues as they were developed. He commended the members of the Issues Committee and ASCD staff for their hard work and support.

Harris outlined the steps in the issues process, which he said is still evolving. He stressed that the Board can adopt any or all of the proposed positions but that no more than two can be brought forward for the development of action plans. Diane Berreth explained that limiting action plans to two position statements allows ASCD to target limited resources and staff time. Other adopted position statements would be responsive rather than developmental. Ron Brandt and Gene Carter noted that ASCD receives many calls from the media asking for ASCD’s stand on particular issues.

Bonnie Benesh said that perhaps our policy ought to be that those positions not adopted for action plans be used to assist in development of fast-breaking responses on issues that arise. Diane explained that action plans are multiyear; those that continue will be picked up as a regular part of the Association’s program. The Executive Council will see these action plans in June. Doug Harris reminded Council members that issues can be considered again even though they weren’t brought forward for action plans the year before.

Charles Schwahn moved, and Ray McNulty seconded, to approve and transmit the Issues Committee Report to the Board of Directors for action. MOTION CARRIED. Council members gave Harris a standing ovation.

31. **Report on plan for new Synthesis of Resolutions.**
Ron Brandt said that he is looking for crisp clear statements on where ASCD stands on educational issues, and that material would be presented to the Executive Council for review at its June meeting.

No motion required.

32. **Approve recommendation for 2005 Annual Conference and Exhibit Show site.**
Sherrelle Walker moved, and Judy Stevens seconded, to approve the recommendation of Orlando, Florida, as the site for the 2005 Annual Conference and Exhibit Show. MOTION CARRIED.

33. **Report on common ground work.**
The report on common ground work was placed on the Consent Agenda.

No motion required.
34. **Annual report on programs and products.**
Council members agreed that the quality of the organization really shows through its products. Gene Carter noted that the increase in programs, products, and services can be attributed to ASCD’s rich legacy, the realignment, and Mikki Terry’s leadership.

No motion required.

34.A **Discussion of letter from Harry Wong (new agenda item).**
Gene Carter distributed copies of a letter from Harry Wong regarding Gerald Bracey’s recently published book, *Setting the Record Straight*. Wong’s letter shares concerns that some of the material in Bracey’s book can be interpreted as disrespectful toward Asians. Several members of the Executive Council agreed with Wong’s concerns. Carter noted that ASCD does not review an author’s database or statistics. Ron Brandt and Mikki Terry listed several opportunities for an exchange with Bracey, including Letters to the Editor in *Educational Leadership* and a “point-counter point” exchange with the Executive Council at its June meeting.

President Jones directed ASCD staff to draft an appropriate response to Harry Wong’s most recent letter, and Gene Carter said he would acknowledge receipt of Wong’s letter, indicate it was discussed at the Executive Council meeting, and reinforce an attempt at further dialogue with Bracey.

No motion required.

35. **Review auditor’s report for FY 96 and authorize transmittal to the Board of Directors for approval.**
Joan Schweitzer, a partner in Deloitte and Touche LLP, reviewed information in the various financial statements, including an overview of the changes in the method of accounting for nonprofit organizations. Latricia Dietz, audit manager for Deloitte and Touche, reviewed the audit opinion and statement of financial position and reviewed the significant line item changes from last year. Schweitzer said that ASCD is in a good financial position.

Charles Schwahn moved, and Judy Stevens seconded, to authorize transmittal of the auditor’s report for FY 96 to the Board of Directors for approval. MOTION CARRIED.

36. **Review projected actual financial data for FY 97 compared to budget.**
John Bralove said that publication sales and Annual Conference will do better than projected, and he said he does not expect any changes to be mandated by the Financial Accounting Standards Board.

No motion required.
37. **Report on expenses based on ASCD’s Strategic Plan.**
John Bralove said that staff tried to identify all activities related to the Strategic Plan, but that it was not feasible because only certain elements of the activities can be identified with the Plan.

No motion required.

38. **Report on investment portfolio.**
John Bralove noted that the investment portfolio is on the conservative side, which is appropriate for this organization.

No motion required.

39. **Authorize budget overages.**
John Bralove briefly reviewed the “income generated,” “growth driven,” and “legally mandated” overages and highlighted the headquarters building maintenance and repairs to the roof and gutters.

Ray McNulty moved, and Judy Stevens seconded, to authorize the budget overages. MOTION CARRIED.

40. **Authorize preliminary estimate of FY 98 budget for transmittal to the Board of Directors.**
Bonnie Benesh moved, and Kay Awalt seconded, to authorize the preliminary estimate of FY 98 budget for transmittal to the Board of Directors. MOTION CARRIED.

Ray McNulty shared his experience as the first Executive Council liaison to ASCD’s Budget Committee. He said that he now realized the difference between a school budget and an association budget and that the association is a business as well. He complimented staff for their work on the development of the preliminary budget, and he said that he is confident that research is being done that will lead new products in the right direction.

41. **Review five-year budget projection.**
John Bralove said that FY 99 is a year that will require a very close look because of the anticipated move to the new building and the possibility that we might be carrying the old building. Gene Carter noted that the cash analysis suggests that ASCD is financially healthy. There are some major initiatives on the table, but ASCD has a responsibility to maintain the appropriate ratio between revenue and expenses. The report in June will include more data on the cash flow analysis.

No motion required.
42. **Auditors' management letter for FY 96.**
John Bralove said that ASCD received a "clean" audit and ASCD staff have agreed to make the recommended changes.

No motion required.

43. **Staff's response to auditors' management letter.**
John Bralove said ASCD agreed to the three recommendations made by Deloitte & Touche LLP.

No motion required.

President Jones briefly reviewed the agenda for Friday's Board of Directors meeting. She then recognized the retiring members of the Executive Council--Janice Adkisson, Ang Wai Hoong, Charles Patterson, David Rainey, and Charles Schwahn--and presented each of them with a gift. Gene Carter presented Kay Awalt with a framed certificate in recognition of being named Tennessee's 1996 Elementary Principal of the Year and for being recognized as Distinguished Principal of the Year by the U.S. Department of Education.

President Jones said she appreciated all the help she received during her presidency and that she could not have asked for a finer Council this year. Joanna Kalbus said she and Marge Chow (not speaking as Executive Council members) would like to have a teleconference with Harry Wong and would report back on Monday.

Process observer Bonnie Benesh said the Council was very thorough and thoughtful as well as very respectful and open. There was a fairly good balance of participation and viewpoints that were shared. She offered a parliamentary observation that Council needs to pay more attention to getting the question called for a vote and being more focused—we should follow the procedures a little more carefully to move things along.

President-Elect Edward Hall reminded Council members of the orientation session for new members of the Board of Directors from 7:00 - 9:00 p.m.

President Jones adjourned the meeting at approximately 6:30 p.m.
President Jones convened the meeting at 4:00 p.m.

David Rainey, Chair of the Executive Council’s appointed committee, read the names of the committee’s suggested appointees to the Nominations Committee: Maxine Wortham (IL), Lucien Larmorie (Curacao), Amy Bragdon (WA), with a fourth member to be determined. Rainey also provided a rationale for each appointment.

David Rainey moved, and Joanna Kalbus seconded, to appoint the above listed persons to the Nominations Committee. MOTION CARRIED.

President Jones adjourned the meeting at approximately 4:20 p.m.
ASCDD EXECUTIVE COUNCIL MEETING
Tuesday, March 25, 1997
Omni Inner Harbor
Baltimore, Maryland

MINUTES

ATTENDING
Edward L. Hall, President; Thomas J. Budnik, President-Elect; Frances Faircloth Jones, Immediate Past President; 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.

CALL TO ORDER
President Edward L. Hall called the meeting to order at 12:40 p.m.

1. Introduction of new Council members.
   President Hall introduced the new members of the Executive Council and asked them, the other members of the Executive Council, and ASCD staff to share a little bit about themselves with the group.

   Executive Director Gene Carter presented Michael Dzwiniel with a framed certificate of recognition in honor of being one of 15 Canadian teachers to receive the Prime Minister's Award for Teaching Excellence in Science, Technology, and Mathematics.

2. Preliminary comments and evaluation of Annual Conference.
   Mikki Terry referred to the form for written feedback that was included in the materials notebook.

   Sherrelle Walker said she was very pleased with the Tuesday general session and structure. Gene Carter noted that the Conference Planning Committee struggled with the structure because it represents a departure from what ASCD normally does. Kay Awalt also said that she liked the mix this year and that she had heard this comment from several others as well. Tom Budnik said that he had heard positive comments, except for
those comments about the Omni. He said that comments about the shuttle buses were
basically positive except for comments about the logos on the bus seats, and he did hear
some concerns expressed about personal safety.

Bettye Bobroff applauded the diversity across convention activities. Ray McNulty said
that he had heard that some of the sessions were too full but that the large rooms were
better than some of those we've had in the past and the convention center itself was fine.
He had also heard some comments about the area but saw a lot of people walking around
at night with no problems except for panhandlers. McNulty noted that closing the Exhibit
Hall early on Monday sends the wrong message. There seemed to be a lot of exhibits
breaking down on Monday, and we should think about keeping it open all day Monday.
He had a concern about the Board of Directors meeting schedule and suggested an early
morning breakfast. McNulty said he really enjoyed the last session, and suggested a
second general session later on Monday. He also loved the music. Could we offer music
in the general registration area? He also suggested using John Dyer and his group, who
provide a lot of humor.

John Cooper asked if we pay only for general session speakers. He said we should not
have other sessions scheduled that conflict with general sessions, and sessions should
only be offered at the conference site. Mikki Terry responded that we continue to look at
the scheduling process and that this year we tried to have a big name in each time slot.
She said that ASCD also pays for Distinguished Lecturers and that this year we scheduled
600 sessions. John Cooper said he would prefer not to have a network session scheduled
in conflict with a general session. He also said that from comments he heard on the
shuttle buses, attendees do not understand the site selection process. Kay Awalt shared
some concern about the flow of people in and out of the room within the first ten minutes
of Roger Taylor's session.

Mikki Terry said that the final count of attendees at Annual Conference was more than
13,000. Marge Chow said she heard compliments about the conference, and she
expressed her appreciation for all of the choices and for the diversity and alternative time
schedules. Bonnie Benesh offered accolades to everyone for the program and said she
had heard positive comments about the choices. She said the Exhibit Hall schedule is
important, and she supports McNulty's comments. Benesh also mentioned that she had
reminded other ASCD members of the opportunities afforded them for feedback on
issues, and she said she felt she should have been more assertive on this topic at the
Board meeting. We need to inform Board members that they do have a voice. Benesh
was impressed with a recent technology conference she attended but was not impressed
by the curriculum integration there. ASCD needs to tie technology to curriculum and
needs to overtly put children ahead of those who make decisions about children, to bring
out more of the soul of the organization.
LeRoy Hay asked that ASCD look at options for outlying hotels to provide coffee early in the morning. He also said he had heard comments as to whether the Tuesday sessions at Annual Conference are worth the money we spend on them. He commented that it is difficult for people to be away from the office for so long. The Board meeting needs to start on time, and some people saw an erroneous notice in the hotel indicating that a continental breakfast would be served. Sherrellle Walker asked if the Executive Council and Board of Directors materials could be combined into one notebook, especially since some of the material appears in both. Michael Dzwinel said there was some concern about the responsiveness of the ASCD housing bureau, and Mikki Terry said the response was variable and ASCD will work on this. Ray McNulty said he thought Baltimore was not ready to deal with the number of attendees.

Bonnie Benesh said that international people are ready to be part of the program. Tom Budnik said he heard many positive comments about the program book and the content, and Council members agreed that using red ink to designate a ticketed session was very helpful.

President Hall said he agreed with a number of these comments. He noted that we had a lot of first-timers, and he asked how we can help them outline their day. Mikki Terry mentioned the possibility of developing a brochure with information for first-timers (the brochure might be part of the program book). Judy Stevens said she appreciated the paper planner and suggested that the planner and the brochure could be combined. She said she would not recommend using Baltimore as a convention site again. Frank Betts provided information on sales at the ASCD booth.

John Cooper suggested that a discussion on planning for social events at Annual Conference could take place at the upcoming Affiliate Leadership Conference. He also suggested dividing the affiliates into three sections and dividing the expenses from the social events among all the affiliates. Tom Budnik noted that the regions are larger now and some haven’t had enough time to solidify; they wouldn’t be able to provide that kind of reception opportunity. He also noted that space in the hotels can be an issue. John Cooper said that the regional directors could help to coordinate this effort. Bettye Bobroff commented on the success of the “Baltimore Bash.”

President Hall encouraged Council members to submit additional comments in writing to Mikki Terry.

No motion required.

President Hall said that all general session speakers had been contacted, and he listed them. He said that the number of distinguished lecturers was reduced to three this year,
and the proposals are now out. Judy Stevens suggested inviting Stephanie Pace Marshall, and President Hall said that Marshall has agreed to serve as a backup speaker.

No motion required.

4. **Announce appointment of 1998 Nominations Committee Chair, Vice Chair, and one carry-over member.**
President Hall announced his appointment of Henry Cade (MI) as Chair, Doris Matthews (ID) as Vice Chair, and Ruthann Barr (NH) as the carry-over member to the 1998 Nominations Committee.

No motion required.

5. **Appoint five new and six carry-over members to the Issues Committee.**
President Hall referred to the list of submitted names that was distributed at the Board meeting. Diane Berreth noted that this is the only committee whose nominees come from the Board. She distributed a list of recommended candidates.

Bonnie Benesh moved, and Ray McNulty seconded, to appoint the recommended five new and six carry-over members to the Issues Committee: John Attinasi (CA), Judith Backes (MD), Luis Burgos (PR), Jesse Goodman (IN), Paul Goren (MN), Mildred Huey (SC), David Jones (TN), Ruth Ellen McMillan (CA), Mary Ann Riggie (VT), Helen Randolph Stiff (VA), and Isa Kaftal Zimmerman (MA) as Chair. MOTION CARRIED.

LeRoy Hay said he was concerned about having five university people on the committee. Judy Stevens said she trusts that the balance and perspective would be achieved to focus on children. Diane Berreth said that the issues selected by the Issues Committee are based on more than 13,000 survey results and that the survey is developed by the staff, although Committee members do review the drafts.

6. **Review the Executive Council calendar.**
President Hall reminded Council members that all dates, except the dates for the fall 1998 meeting, were approved earlier. The Toronto dates do not include the travel dates or school site visit dates; more specific information will be forthcoming. Carter said that a notebook with background information on specific issues would be provided to new Council members in advance of the June meeting, along with a notebook with the June agenda materials.

Gene Carter distributed copies of a list of international locations that the Executive Council has visited. He said that, for the last 10 years, the fall Executive Council meeting has been reserved for non-U.S. sites and that the handout lists the location of affiliates where these meetings have been held. He mentioned that Singapore had been chosen for the fall 1996 meeting, but unusual circumstances dictated that the meeting be held at a
closer location. He said that staff recommends visiting Singapore in 1998. President-Elect Tom Budnik asked about the cost, and Gene said that it was a factor but that the cost could be streamlined.

Sherrelle Walker said she supported visiting Singapore; she has learned a great deal from Ang Wai Hoong and her colleagues. Bonnie Benesh and Judy Stevens voiced their support as well, and Marge Chow offered her support because the budget will be in good shape.

John Cooper moved, and Judy Stevens seconded, to approve the fall 1998 Executive Council meeting in Singapore. MOTION CARRIED.

7. Appoint a Commission on Internationalization.
President Hall said that even though ASCD has become more international, there are still challenges and concerns to be addressed. The Commission will submit a recommendation to the Executive Council that focuses on internationalization.

LeRoy Hay moved, and Robert Watson seconded, to appoint the recommended members to the Commission on Internationalization: Bonnie Benesh (IA), President-Elect Thomas Budnik (IA), Cheong Yuen Lin (Singapore), Gwyn Edwards (United Kingdom), William Fasano (RI), Immediate Past President Frances Faircloth Jones (NC), Lucien Larmonie (Curaçao), Karen McVeigh (NV), Charles Tinman (Manitoba), Peyton Williams Jr. (GA), and President Edward Hall (AL), as Chair of the Commission. MOTION CARRIED.

Other comments:
Ray McNulty and Michael Dzwiniel said that the June 1997 Executive Council meeting date conflicts with graduation and testing dates and that they might not be able to attend.

Council members decided not to ask Gerald Bracey to participate in a discussion with them at the June meeting but to appoint a committee to look at the research base for his book, Setting the Record Straight.

LeRoy Hay moved, and Judy Stevens seconded, to adjourn the meeting. MOTION CARRIED. President Hall declared the meeting adjourned at 2:20 p.m.