EXECUTIVE COUNCIL MINUTES

OCTOBER 25-26, 1997
EXECUTIVE COUNCIL MEETING
Saturday, October 25, 1997, and Sunday, October 26, 1997
Hotel Inter-Continental Toronto
Toronto, Ontario, Canada

MINUTES

ATTENDING
Edward L. Hall, President (AL); Thomas Budnik, President-Elect (IA); M. Kay Awalt (TN); Bonnie Benesh (IA); Bettye Bobroff (NM); Marge Chow (WA); John Cooper (NY); Michael Dzwinski (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; 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; Jay DeFranco, Controller; and Becky DeRigge, Executive Coordinator.

SATURDAY, OCTOBER 25, 1997

CALL TO ORDER
President Ed Hall called the meeting to order at 8:35 a.m. President-Elect Tom Budnik announced the birth of a fifth grandchild, Thomas Jeffrey.

1. President’s remarks.
President Hall announced that Immediate Past President Frances Faircloth Jones was ill and could not join the Council members in Toronto, and he wished her a speedy recovery. He reminded everyone to be succinct and to the point in their comments during the business meeting and to be considerate of one another.

2. Appoint a process observer.
President Hall asked Joanna Kalbus and Robert Watson to serve as process observers.

3. Establish the Consent Agenda.
Executive Director Gene Carter announced several adjustments to the order of agenda items and the addition of several items, including one to be discussed in Executive Session. Carter reminded Council members of the handouts distributed at Wednesday night’s informational dinner, and he distributed copies of “The 29th Annual Phi Delta Kappa/Gallup Poll Of the Public’s Attitudes Toward the Public Schools.”
Tom Budnik moved that the following agenda items be placed on the Consent Agenda: 4, 6, 8.2, 8.4.1, 10.1, 10.2, 10.4, 10.5, 10.7, 10.10, 10.13, 10.14, 10.15, 10.16, 17, 18, and 19, and Marge Chow seconded. MOTION CARRIED. President Hall said that Council members could comment on these items even though they were placed on the Consent Agenda.

4. Approve the June 20-21, 1997, Executive Council meeting minutes.
The June 1997 Executive Council meeting minutes were placed on the Consent Agenda. MOTION CARRIED.

LeRoy Hay moved, and Judy Stevens seconded, to move into Executive Session. MOTION CARRIED.

Agenda items 5-7.1 were discussed in Executive Session.

Kay Awalt moved, and Joanna Kalbus seconded, to move into Open Session. MOTION CARRIED.

8. Reports

8.1 Review FY 97 unaudited financial report and 8.5 Status report on fund balance. Discussion of the two agenda items was combined. Frank Betts referred to the unaudited report prepared by Jay DeFranco that was distributed Wednesday. He highlighted several areas, including ASCD’s FY 97 operating surplus of $1.8 million, which is a substantial increase over prior years.

Betts noted that the fund balance increased to slightly more than $9 million. At present, $3.4 million is invested in the new building. He also said that Jay DeFranco had established a schedule of investments so that ASCD will continue to earn revenue on that money. There was an actual gain last year of 10% and expenses increased only 4.76%. Betts said that sales of publications were up and attendance at the Annual Conference was the highest ever.

Gene Carter said that the Association is beginning to see some of the benefits of return on investment. He also mentioned the interest in the fall conference on assessment.

No motion required.

8.2 Progress report on status of implementation of management letter recommendations. The progress report on the status of the implementation of management letter recommendations was placed on the Consent Agenda. MOTION CARRIED.
8.3 **Authorize FY 98 budget adjustments.**
Gene Carter said that the Council's suggestion to expand the budget notes was well received by members of the Board of Directors. Ray McNulty said he appreciated the well-done notes. Diane Berreth noted that the name study consultants are making no profit on their work with ASCD. Frank Betts said that Financial Services is now using a wholesale lockbox service that enables ASCD to provide better service to customers because we know within 24 hours if a check was received.

Judy Stevens moved, and Joanna Kalbus seconded, to authorize the FY 98 budget adjustments. **MOTION CARRIED.**

Diane Berreth noted that the increase for strategic planning activities covers the cost of additional readings, transportation of staff to a high-tech facility, and other minor adjustments to support the efforts underway.

8.4 **Review ASCD investment portfolio.**
Frank Betts reminded Council members of ASCD's current policy (adopted in March 1992) that equity issues could not constitute more than 50% of the entire long-term investment portfolio. He said that ASCD's investments in the equity market are underperforming. ASCD staff propose a change in the policy to pursue a more aggressive strategy, which is outlined in Agenda Item 8.4.2.

No motion required.

8.4.1 **Review 1994-97 historical data.**
The review of the 1994-97 historical data was placed on the Consent Agenda. **MOTION CARRIED.**

8.4.2 **Discuss ASCD's Investment Strategy.**
Frank Betts reviewed the performance of ASCD's current money managers, Merrill Lynch and A.G. Edwards, who uses Dean and Company. He said that ASCD's current strategy has not kept pace with the growth of the equity market as represented by the Dow 30 Index. ASCD staff propose that (1) ASCD continue to maintain the division of equity funds between A.G. Edwards and Merrill Lynch, (2) ASCD adopt the Dow 10 Strategy for restructuring the equity portfolio held with A.G. Edwards, and (3) ASCD change its current investment strategy in its long-term investments from 50% equity and 50% bond to allow up to a 75% - 25% split between equity and bonds or vice versa based on market conditions.

Sherrelle Walker asked if ASCD would be penalized for moving funds, and Jay DeFranco responded that ASCD is not in the market for a "quick kill"
and must move with the current trends—this is a long-term strategy. Gene Carter noted that the current strategy is antiquated, ASCD needs flexibility to use the market to its advantage as other organizations do, and safeguards are built in because we can quickly make any appropriate adjustments.

Sherrelle Walker moved, and John Cooper seconded, to adopt the proposed changes as they appeared on the overhead, which allow a 25% to 75% split between bonds and equity or vice versa and use of the Dow 10 investment strategy for equity investments held by the less well performing money manager. MOTION CARRIED.

8.5 Status report on fund balance.
Discussion of the fund balance was incorporated in agenda item 8.1.

9. Approve the alignment of the budget with the Chart of Accounts for FY 99.
Frank reviewed the organization of the budget information in past years and reminded Council members of the current policy of obtaining Executive Council approval of overages of 10% or more for any line item. The approval usually comes after the expenditure is made. Last year, ASCD adopted functional reporting to receive an unqualified audit opinion, as required by the Generally Accepted Accounting Principles. It is necessary to change the budget presentation so that it aligns with the auditors' reports, and it is necessary to replace the current accounting software with a system that supports full accrual accounting. These requirements will be accommodated by the installation of the new association management system software, which is already acquired and which should be installed by the fall of 1998. Gene Carter said this needs to be done to facilitate good decision making and to ensure fiduciary protection required through the audit process.

Frank Betts reviewed staff's three recommendations: (1) realignment and presentation of the budget in a functional format, (2) Executive Council approval only for expenditures that exceed budget by 5% at the functional grouping level, and (3) the appending of line item details, broken down by expense category and function, to the budget to show how the functional budget was constructed.

Sherrelle Walker said she appreciated the new format. Ray McNulty said that operating within 5% of function is typical and moves away from approving overages after the fact.

Marge Chow moved, and Ray McNulty seconded, to approve the alignment of the budget with the chart of accounts for FY 99. MOTION CARRIED.
10. **Reports**

10.1 **Report on committee vacancies.**
The report on committee vacancies was placed on the Consent Agenda. MOTION CARRIED.

Michael Dwziniel noted that the term “diversity” may have a slightly different meaning in Canada. He said that many people in Alberta object to affirmative action and that gender, ethnicity, and location are not usually issues.

10.2 **Progress report of the Issues Committee.**
The progress report of the Issues Committee was placed on the Consent Agenda. MOTION CARRIED.

10.3 **Progress report of the Review Council activities.**
Diane Berreth said that the Review Council analyzed the results of its survey on the Review Council’s effectiveness. A report will be made to the Executive Council in March for transmittal to the Board of Directors. Berreth shared several of the Review Council’s recommendations, including modification of the Review Council’s annual calendar and development of a written progress report to the Executive Council in June.

Berreth noted that ASCD’s constitution states that the Review Council reports are to be made to the Executive Council, to the Board of Directors, and to the Association membership, and that no action is required by the Executive Council. If a recommendation involves a change in ASCD policy, it could come to either the Executive Council or the Board of Directors. Sherrelle Walker noted that a recommended change in policy might inappropriately go the Board of Directors if there is no other audience. Executive Council approval should be built into the process in some manner so that a joint recommendation goes before the Board. Berreth will share this suggestion with Review Council members. Gene Carter said that this question should be included in the work of the study of the Constitution.

No motion required.

10.4 **Report of the Affiliate Excellence Award Selection Committee.**
The report of the Affiliate Excellence Award Selection Committee was placed on the Consent Agenda. MOTION CARRIED.

10.5 **Report of the Constituent Relations Committee.**
The report of the Constituent Relations Committee was placed on the Consent Agenda. MOTION CARRIED.
10.6 Report of the Ad Hoc Affiliate Advisory Committee.
Doug Soffer said that improving relationships between affiliates and the Association was one of the driving factors for the Ad Hoc meeting. He said that short-term strategies for addressing affiliate needs are already in place and that the development of the regional meeting agendas was a collaborative process. No substantive changes or concerns were expressed at the Constituent Relations Committee meeting or regional meetings.

Michael Dzwiniel said that anything that can be done to strengthen the relationship between the Association and the affiliates is important. Doug Soffer said that groups such as affiliates, networks, and student chapters are being worked with in a collaborative way so that needs are being heard. He listed next steps that will broaden involvement and he also listed common issues.

LeRoy Hay suggested development of guidelines or a set of expectations and a reporting out process for Executive Council members who attend regional meetings as Council representatives. Sherrelle Walker said her role was “carved out” at the meeting she attended and was driven by the needs of the region. John Cooper asked that Executive Council members have an opportunity to see the video that was shown to some affiliates. President Hall said that a Council member’s role is to provide clarity and address concerns, and that reports on meetings can be shared at Executive Council meetings. Affiliate concerns can be shared first with ASCD staff and then with the Executive Council. Gene Carter reminded Council members of a reporting form that had been available in the past and that was made available to new Council members at their orientation session in June. Bonnie Benesh said she believed her job as a Council representative was to develop trust and dispel rumors; we know our vision and need to build that vision into a strong learning process. Diane Berreth said that a synthesis of Executive Council representatives’ reports could be developed but would not be available until January.

Doug Soffer said that regional meeting agendas should be structured similarly because of the number of governance issues that Council members should address. Bettye Bobroff commented that the use of a balanced scorecard approach would be helpful, and she also commented on the effectiveness of Marge Chow’s visit to the recent Southwest Regional meeting. President Hall thanked Council members for their recommendations and suggested the development of protocols for working with regional directors so that expectations are known.

Judy Stevens applauded Doug Soffer for holding the Ad Hoc Affiliate Advisory Committee meeting and Marge Chow thanked him for the direction he has taken. John Cooper suggested that a summary of the discussions be shared with the Executive Council representative and that ASCD’s policies mention that we are
sensitive to concerns or questions. Gene Carter stressed the importance of maintaining credibility and momentum. Soffer said the level of service the Association can provide to affiliates is an important issue.

No motion required.

10.7 Report on Program Development Advisory Committee.
The report on the Program Development Advisory Committee was placed on the Consent Agenda. MOTION CARRIED.

10.8 Status report on the Nominations-Elections Advisory Committee.
President Ed Hall distributed a copy of a letter from Nominations Committee Assistant Chair Doris Matthews requesting that those Nominations Committee members who are also members of the Board of Directors attend the Board meeting on the Friday before Annual Conference.

Sherrelle Walker said she didn’t see a direct connection in the Committee’s report between members of the Nominations Committee and their role in encouraging member participation in nominations. Committee members should act as “point people” so that a personal relationship is established—one person can work with four or five states. President Hall noted that a one-day training session would permit Committee members to develop a plan to encompass that suggestion and to assess where they are. More responsibility can be given to Committee members and a clear plan of action should be developed. Kay Awalt pointed out that the report did not include a statement about not having enough members-at-large because there is no financial support for Board meeting attendance.

President Hall reminded Council members that a candidate for a member-at-large position does not have to be a member of an affiliate. LeRoy Hay said that the Governance Evaluation group should look at the role of a member-at-large. Judy Stevens said there is no guarantee that the recommendations in the report will make the situation better; we still have a long way to go and this is an attempt to provide stability to a leadership development process. Michael Dwzinskiel suggested adding a preamble to the publication What We Believe that states that we will select the best person and not make a decision based on affirmative action. Sherrelle Walker said that affirmative action is a strategy aimed at accomplishing the concept of diversity.

President Hall asked Council members to consider the assistant chair’s request that Nominations Committee members attend this year’s Board meeting. After some discussion, Executive Council members voted for the Nominations Committee to continue to meet the Thursday and Friday before Annual Conference. Gene Carter
said that Committee members should receive information on what they miss as a result of their attendance at the meeting.

No motion required.

10.8.1 Adopt proposed policy change for the Nominations Committee.
The Nominations-Elections Advisory Committee recommended that policy 307.2 be changed to read as follows: "The Nominations Committee consists of 12 members. A slate of nine members is elected annually by the Board of Directors at its first Annual Conference meeting. The slate is recommended to the Board of Directors by the Executive Council, who ensure that the slate is diverse in geography, race and ethnicity, gender, and position. The Executive Council solicits nominees from the Board of Directors in advance of the preparation of the slate."

President-Elect Tom Budnik added the word "qualified" before "...slate is diverse in geography..."

Diane Berreth explained that, in the current process, nominees for the Nominations Committee are solicited before the Board meeting and that this process has not yet produced a full slate. The Board then elects one-half of the Committee less the carry-over members, and the Executive Council appoints the other committee members and addresses diversity issues. In the proposed new process, the Executive Council solicits the nominees from the Board, prepares a full slate with qualifications, and the Board elects the slate as a whole. The Board still elects and nominates, but the Committee makeup would be strengthened if there was time for reflection.

LeRoy Hay moved, and Robert Watson seconded, to approve the proposed policy 307.2 as amended.

Joanna Kalbus asked if the Nominations-Elections Advisory Committee had discussed the ramifications of what the Board of Directors might think about such a change and the need for a clear rationale for the change. Kay Awalt said this change might be perceived as taking away control from the Board of Directors. Diane Berreth explained that ASCD’s constitution requires only that the group be appointed jointly by the Executive Council and the Board of Directors. Ray McNulty commented that the soul of what we do is important. Voting on the number of people rather than the slate would make it more agreeable.
LeRoy Hay called for a point of order and said that the motion on the floor could be amended.

Bonnie Benesh said that a modification should be made to maintain the Board’s involvement and to get at some of the problems. She moved to substitute the words “A slate of...” with “Nine members are elected...”

LeRoy Hay moved, and Robert Watson seconded, to table the discussion. President Hall called for a vote. There were eight votes to table the motion and 4 against. MOTION TO TABLE CARRIED.

10.9 **Status report on the Commission for Internationalization.** President Hall said that the Commission met on October 19 and 20. The Commission’s report was distributed to Council members earlier. Gene Carter said that the recommendations listed in the report would be translated into action plans and the action plans would include specific measures. Michael Dzwiniel said he appreciated the Commission’s work. President Hall noted that the Commission is not a standing committee and its work is now over. Ray McNulty said that when we look at membership outside of the United States, we need to understand what noninternational membership is like. Carter reminded Council members that some of ASCD’s “international members” are made up of U.S. citizens on military bases, such as in Germany. The question is whether international, as we define it, now includes a strengthening effort to broaden the mix of people who compose our affiliates outside of the United States.

Doug Soffer said we need to think about what we can be and what is possible because the number of non-North American members is relatively low. Ray McNulty said we need to think about broadening the membership of non-U.S. affiliates. Bonnie Benesh explained that the word “screens” in the report is intended to mean lenses through which to focus the Commission’s work. Council members discussed possible negative interpretations of the word “screens” and some of the other language used in the recommendations, including using “global” instead of “international” and whether “developing countries” should be in quotes. President Hall noted that staff can recraft the language when action plans are developed. He also mentioned that some non-U.S. members have expressed concern about special treatment.

Diane Berreth noted that this report is critical to updating the Strategic Plan. This will now go to the Strategic Priorities Group (SPG). The SPG is in the process of writing alternative scenarios of the future that will be global in nature.

No motion required.
10.10. **Progress report on update of the Strategic Plan.**
The progress report on the update of the Strategic Plan was placed on the Consent Agenda. **MOTION CARRIED.**

10.11 **Report on relationships with affiliates.**
President Hall said that discussion of this agenda item would provide those Executive Council members who were representatives to regional meetings with an opportunity to report on those meetings.

Kay Awalt said that ASCD staff members Ron Miletta and John Henderson did a great job at the Southeast regional meeting in Tennessee. Marge Chow said she heard concerns at the Southwest regional meeting about the configuration of the regions. The SW group felt it was important to establish its own identity, to team, and to share and get to know one another. Barry Amis did a wonderful job in the grouping and teaming activities. Tom Budnik said he would appreciate some counseling since he plans to attend the Northeast regional meeting in November. Bonnie Benesh reported on her attendance at the Northwest regional meeting, where there was still confusion about the issues process. There was appreciation for common agenda items, and the question was raised of how to help ASCD become more international. LeRoy Hay reviewed several concerns from the Southeast regional meeting: the relationship with student chapters is unclear, and they would like to be consulted when we are filling committee vacancies. Ray McNulty said that there was also concern that names submitted for committee vacancies were not used and that sometimes someone else from that area was appointed. Doug Soffer said he would solicit additional information from affiliates about regional placement.

No motion required.

10.12 **Review status of West Virginia affiliate.**
Doug Soffer said he hopes that the affiliate will be redeveloped instead of disaffiliated, and Council members supported his statement. Marge Chow suggested sending a team to the affiliate to assist in the redevelopment. Robert Watson said there are other affiliates who may need similar assistance.

No motion required.

10.13 **Status report on the Urban Education initiative.**
The status report on the Urban Education initiative was placed on the Consent Agenda. **MOTION CARRIED.**
10.14 Status report on Student Chapter program.
The status report on the Student Chapter program was placed on the Consent Agenda. MOTION CARRIED.

10.15 Status report on ASCD’s influence activities.
The status report on ASCD’s influence activities was placed on the Consent Agenda. MOTION CARRIED.

10.16 Status report on ASCD positions and action plans.
The status report on ASCD positions and action plans was placed on the Consent Agenda. MOTION CARRIED. Diane Berreth distributed a prepublication copy of the Advocacy Kit on influence activities.

10.17 Progress report on ASCD Name Study.
This agenda item was discussed on Sunday, October 26.

11. Adopt proposed policy on term limits for elected positions.
Diane Berreth said that the Executive Council had reviewed two proposed policies at its June meeting that limited service in an elected office and had asked staff to develop a third option. The three proposed options are as follows:

(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.

(B) There is no limit on the number of terms a member may serve in the same elective office.

(C) No person is eligible to serve two consecutive terms in the same elected office. Elected office is defined by position title rather than by type of election. For the purposes of this policy, the presidency is considered a three-year term.

Tom Budnik moved, and LeRoy Hay seconded, to adopt option (C). President Hall called for a vote. Fourteen approved, and one opposed. MOTION CARRIED.

12. Adopt proposed policy on modification of official positions.
Diane Berreth said that in June the Executive Council reviewed and approved What We Believe: Positions of the Association for Supervision and Curriculum Development. Staff was asked to prepare a proposed policy to charge the Issues Committee with responsibility for the ongoing review of What We Believe. The proposed policy 210.3.3.3 states
“The Issues Committee reviews current ASCD positions at least once each year and recommends (1) retirement of those positions considered no longer timely or necessary, (2) revision of those thought to require modification, and (3) development of additional positions if necessary. A revised position that substantially changes an existing position is considered a new position. Recommendations for retirement or minor modification of existing positions are acted upon by the Executive Council. Recommendations for new positions are acted upon by the Board of Directors.”

LeRoy Hay moved, and Ray McNulty seconded, to adopt the proposed policy. MOTION CARRIED.

13. Preview ASCD balanced scorecard dashboards.
Frank Betts and Diane Berreth led a presentation of a management dashboard, a technology tool that is useful for developing and displaying measures of organizational performance using a display that is similar to the gauges on an automobile dashboard. Diane reminded Council members that ASCD staff will use this tool as part of the update to the Strategic Plan, which will be presented to the Executive Council for approval. Gene Carter reviewed the gauges, or measures of performance, for FY 98.

No motion required.

Mikki Terry reminded Council members of the criteria they developed for staff to use to recommend future sites. Based on that criteria, the Executive Council was asked to approve the selection of Chicago as the site for the 2006 Annual Conference and Exhibit Show.

Ray McNulty moved, and Bob Watson seconded, to approve Chicago as the 2006 Annual Conference and Exhibit Show site. MOTION CARRIED.

Tom Budnik announced the 1999 Annual Conference theme, “Building Dynamic Relationships: Our Bridge to the Future,” and its four strands. He said that the 1999 Annual Conference will have a slightly different format. The Conference will end on Monday. It will have three general sessions and the closing general session will take place late afternoon on Monday. Gene Carter said that the Exhibit Hall will be open all day Monday and the Executive Council meeting will be held early the following Tuesday.

Joanna Kalbus moved, and Kay Awalt seconded, to adopt the 1999 Annual Conference theme and strands. MOTION CARRIED.
16. **Adopt 1998-99 Professional Development Institute schedule.**
Mikki Terry said that the tentative schedule as presented in the notebook material will soon be firmed up. Tom Budnik thanked Terry and her staff for the quality of the program.

Ray McNulty moved, and Kay Awalt seconded, to adopt the 1998-99 Professional Development Institute schedule. MOTION CARRIED.

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

The report on the Learning First Alliance collaboration initiative was placed on the Consent Agenda. MOTION CARRIED.

19. **Status report on marketing activities.**
The status report on marketing activities was placed on the Consent Agenda. MOTION CARRIED.

20. **Progress report on panel recommendations related to Setting the Record Straight.**
Mikki Terry said that the Executive Council directed ASCD staff to check on contractual obligations with Gerald Bracey, author of Setting the Record Straight, and to invite a panel of scholars to look at the book and provide any advice. The five panel members reviewed the two chapters about which Council members had concerns. Terry noted that some members of the panel agreed that the book was not as sensitive as it could have been but said that the panel didn’t reach consensus. President Hall distributed copies of a recent letter from Harry Wong for Council’s information. Terry said that the publication is still being sold and ASCD is meeting its contractual obligations. ASCD has formed a diverse acquisitions and development team, which reviewed the correspondence related to concerns over Bracey’s book. Members of this team will express any concerns about future manuscripts they review to members of the Program Development Advisory Committee or seek advice from outside experts.

Gene Carter said we have to protect due process of both parties and ASCD had to adhere to the contractual agreement between ASCD and Gerald Bracey. Any further differences between these two parties must be dealt with outside of the ASCD arena.

No motion required.
21. Approve recommended Executive Council calendar.
Gene Carter said the Council would have to invest a week for the fall 1998 meeting in Singapore. Doug Soffer noted that extensive travel time is involved and site visits would take place Tuesday and Wednesday. Gene Carter said he would frame a set of recommendations for future international meetings for the March 1998 meeting.

Sherrelle Walker moved, and Bettye Bobroff seconded, to approve the recommended Executive Council calendar. Some Council members said the proposed Singapore dates conflicted with other commitments. Sherrelle Walker amended her motion to include revised dates for the Singapore trip (October 3-10), and Bettye Bobroff seconded the amended motion. MOTION CARRIED.

ADDITIONAL AGENDA ITEM

21.1 Leadership Development and Training.
President Hall introduced an agenda item to discuss a proposed leadership development and training program to support Council members in developing skills and to keep them abreast of current trends. The program includes having a speaker at the March meeting at Annual Conference and having follow-up activities at the summer and fall meetings. Gene Carter said that leadership activities should involve the Board of Directors as well. This is an attempt to expand the current focus of training to a new level. An evaluation component will be added. Judy Stevens and Ray McNulty expressed appreciation for this program. McNulty said he would like an opportunity to see what is being developed in other fields that will influence education, particularly in the area of technology, and an opportunity to spend time with ASCD staff on business issues.

REMOVED FROM TABLE

10.8.1 Adopt proposed policy change for Nominations Committee (continued).
Bonnie Benesh moved, and Joanna Kalbus seconded, to remove discussion of this agenda item from the table. MOTION CARRIED.

Benesh asked Council members to consider an amendment to the proposed policy change. Bob Watson withdrew his second, and LeRoy Hay withdrew his original motion. The amended proposed policy now reads

"The Nominations Committee consists of 12 members. Nine members are elected annually by the Board of Directors at its first Annual Conference meeting. A ballot of nominees, not to exceed 18, is recommended to the Board of Directors by the Executive Council, who ensure that the slate is qualified and diverse in
geography, race and ethnicity, gender, and position. The Executive Council solicits nominees from the Board of Directors in advance.”

Several changes were made to the third sentence. LeRoy Hay changed the word “recommended” to “presented.” Kay Awalt asked that the word “qualified” be inserted before “nominees” and that the words “qualified and” be stricken before “diverse.” That sentence now reads “A ballot of qualified nominees, not to exceed 18, is presented to the Board of Directors by the Executive Council, who ensure that the slate is diverse in geography, race and ethnicity, gender, and position.”

The original motion (LeRoy Hay moved, and Robert Watson seconded to approve proposed policy 307.2) as amended carried. The policy now reads

“The Nominations Committee consists of 12 members. Nine members are elected annually by the Board of Directors at its first Annual Conference meeting. A ballot of qualified nominees, not to exceed 18, is presented to the Board of Directors by the Executive Council, who ensure that the slate is diverse in geography, race and ethnicity, gender, and position. The Executive Council solicits nominees from the Board of Directors in advance.”

President Hall distributed copies of the new publication Classroom Leadership and the Annual Conference Preview.

Judy Stevens moved, and John Cooper seconded, to adjourn the Saturday session. MOTION CARRIED. President Hall declared the meeting adjourned at 5:00 p.m.
CALL TO ORDER
President Hall called the meeting to order at 8:30 a.m.

10.17 Progress Report on the ASCD Name Study.
Diane Berreth said this was a continuation of last June’s discussion. She reviewed the formation of a internal name study group and a communication plan if the decision is made to change ASCD’s name. A final version of this documentation will be ready by next March. She also reviewed the decision to hire the consulting firm of Master-McNeil Inc.

S.B. Master, president, and David Holton, linguistic analyst, of Master-McNeil Inc. provided the Council with a progress report on recent activities, including a series of executive interviews, a recent survey of Board members, naming objectives and criteria, and next steps.

Executive Council members shared several concerns about a possible name change, including the impact on product names (including Educational Leadership), the possibility of awkward affiliate acronyms, and emotion tied to the current name. Diane Berreth noted that ASCD’s legal counsel is investigating whether affiliates would be required to change their names and any global ramifications. She said that President Hall wrote a column about a possible name change that will appear in the next issue of Education Update, and Gene Carter will write a follow-up column.

Council members discussed the decision-making process. Gene Carter said that the Board will be asked to consider a name change before a vote goes to the membership. Some of the members can vote by proxy. The vote must be taken at a general membership meeting. The Executive Council does not have a direct decision-making role. A date will be set for the creative naming process which will be advertised, and we will welcome input. Carter said that his follow-up column in Education Update will be an extension of President Hall’s column, but will get at the fundamental idea to prepare the Board. We have to distinguish between making a name change and engaging in a decision-making process that will drive the name-changing process. Ray McNulty reminded everyone of the importance of the ASCD logo. Doug Soffer noted that a focus on kids seemed to be missing. Frank Betts said we need to be aware of the financial implications; we have to distinguish between a membership organization and the fact that we derive revenue from products. Bonnie Benesh said we should begin working with the affiliates and developing materials for focus group discussions early on.
President Hall thanked S.B. Master and David Holton for their presentation. He said that we can develop a more viable plan based on the information they provided.

(Note: a copy of the objectives and criteria are attached to the minutes.)

PROCESS OBSERVATIONS
Joanna Kalbus said that President Hall set the tone for the meeting and complimented him on efficiently conducting the meeting. He provided everyone with an opportunity for the floor. Council members were attentive even though Saturday afternoon’s meeting was long. Participants were respectful and there was a good balance with minimal sidebar conversations. Kalbus complimented ASCD staff on the completeness of the materials and fulfillment of all queries and requests. The meeting ran smoothly, and Frank Betts and Melody Ridgeway’s use of technology was impressive.

Bob Watson said he used a chart that indicated everyone had an opportunity to share. There was rich dialogue but we spent a lot of time on some issues. The budget information was enhanced by the presentation and it was positive. Conversation about diversity sparked a lot of conversation. We could have used an earlier break on Saturday because the meeting was long.

President Hall thanked Kalbus and Watson for their observations. He said that the ASCD staff and the Ontario ASCD staff took good care of the Council members during their visit. Michael Dzwinski shared some observations about differences and similarities among the Canadian provinces. President Hall also expressed appreciation to Jim Taylor for his assistance in the Council’s visit to Canada.

Ray McNulty moved, and Bettye Bobroff seconded, to adjourn the meeting. MOTION CARRIED. President Hall declared the meeting adjourned at 10:45 a.m.

Attachments
12/97/bdr
Naming Objectives

- To suggest teaching, learning, education, instruction
- To suggest vision, forward-looking, progressive
- To suggest excellence, success, achievement
- To suggest information, ideas
Naming Criteria

- Preference for a descriptive or suggestive name
- Some interest in names maintaining ASCD initialism
- Some interest in an appropriate, pronounceable acronym
- Explore names starting with early letters in alphabet
- Appropriate for a world leader: a source of new ideas and approaches, an advocate
- Serious in tone, but avoid “corporate-sounding” names
- Appropriate for an international organization with broad membership base: avoid names containing “American” or “National,” or suggesting any one constituent group (e.g., “Administrators,” “Teachers,” etc.)
- All basic Master-McNeil criteria: legally available, easy to say, difficult to mispronounce, memorable, appealing