EXECUTIVE COUNCIL MINUTES

June 19 and 20, 1998
EXECUTIVE COUNCIL MEETING
Friday, June 19, and Saturday, June 20, 1998
Sheraton Suites Hotel
Alexandria, Virginia

MINUTES

ATTENDING
Thomas Budnik, President (IA); Joanna Choi Kalbus, President-Elect (CA); Edward L. Hall, Immediate Past President (AL); Bonnie Benesh (IA); John Cooper (NY); Michael Dzwiniel (Alberta); LeRoy Hay (CT); Sharon Lease (OK); Leon Levesque (ME); Francine Mayfield (NV); Raymond McNulty (VT); Robert Watson (SD); Peyton Williams Jr. (GA); and Donald B. Young (HI).

ASCD STAFF
Gene R. Carter, Executive Director; Diane Berreth, Deputy Executive Director; Frank Betts, Associate Executive Director for Operations; Jay DeFranco, Controller; 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 Tom Budnik called the meeting to order at 10:35 a.m. on Friday, June 19, 1998.

1. President’s remarks.
President Budnik said he enjoyed the tour of ASCD’s new headquarters building that he and the Executive Council members had just taken. He said the new building was very impressive.

He reminded everyone of the 1999 Annual Conference theme, “Building Dynamic Relationships: A Bridge to the Future.” He said this theme is appropriate for the whole year. He commented that even though Council members should take their work seriously during the next two days, they should still have fun. President Budnik asked Council members to listen respectfully and remain true to ASCD’s beliefs and to the decisions the Council will make. He asked Council members to respond quickly to future meeting consent agendas. He then reordered the sequence of agenda items to allow sufficient time for planned activities.

Executive Director Gene Carter distributed copies of a one-page revision to the Executive Council minutes of March 24, 1998 (corrected spelling of a name). He reviewed several changes and additions to the meeting notebook, including the addition of two agenda
items that will require action by the Council (7.1 and 7.2). Carter also distributed (a) copies of a memo dated June 17 with information on ASCD’s Year 2000 compliant information technology, (b) copies of the Learning First Alliance’s second draft of its reading and math papers, and (c) copies of a recent Iowa ASCD Policy Analysis on reading.

President Budnik reminded ASCD staff to send copies of these handouts to Bettye Bobroff, who was unable to attend the meeting.

2. **Appoint a process observer.**
   President Budnik asked Michael Dzwiniel to serve as process observer for the next two days.

3. **Establish the Consent Agenda.**
   President-Elect Joanna Choi Kalbus moved that the following items be placed on the Consent Agenda: 4, 11, 14.4, 18, 19, 20, 25, 26, 28, 32, and 33. Bob Watson seconded. President Budnik said that Council members can still comment on these items if necessary and that any items can be removed from the Consent Agenda. Leon Levesque asked about item 18, which is a request for input on the topics, issues, and consultants for the 1999-2000 Professional Development Institute schedule. Mikki Terry replied that the request is for input in writing. Bonnie Benesh commented that item 14.4, status report on strategic alliances, should reflect more of an international flavor. Most of the organizations listed are U.S.-based, and we must consider alliances in other parts of the world. **MOTION CARRIED.**

4. **Approve the March 1998 Executive Council minutes.**
   Approval of the March 19 and 24, 1998, Executive Council meeting minutes was placed on the Consent Agenda. **MOTION CARRIED.**

Ray McNulty moved, and Bonnie Benesh seconded, to move into Executive Session. **MOTION CARRIED.**

Agenda items 5, 6, 7, 7.1, and 7.2 were discussed in Executive Session.

Joanna Choi Kalbus moved, and Robert Watson seconded, to move into Open Session. **MOTION CARRIED.**

8. **Report on current financial performance.**
   Executive Director Gene Carter said that the Executive Council had asked for a summary of ASCD’s financial performance to precede the presentation of other agenda items. He reported that ASCD is in sound financial condition. ASCD’s budget surplus is well ahead of the budget and has consistently increased month to month. At this time, our most conservative projection is for a $275,000 surplus. Carter commented that we continue to
explore ways to add value to services we provide our members and to create a resource base to engage in research and development. Controller Jay DeFranco said that ASCD's net worth is $10 million.

Immediate Past President Ed Hall asked that future reports indicate the net percentage increase so that Council members can get a better idea of the bottom line.

No motion required.

President Budnik thanked the "freshmen" members of the Executive Council for their gift of a copy of the book Fat Free Meetings.

Council members were asked to sign and return permission for their photos to be used in displays at Annual Conference or other events.

9. **Status of FY 98 actual results compared to the budget as of March 31, 1998.**
   Frank Betts noted the transition of the reporting format from a traditional format to one that groups expenses by function or program. He said that the choice of line items was determined by the auditors. The data shows a surplus of $135,000 ahead of the budget as of March 31, 1998.

   No motion required.

10. **Projected FY 98 actual to budget.**
    Jay DeFranco used overheads to display data on what the end of the fiscal year figures may look like. He noted that the budget surplus for FY 98 is projected to be $275,000, which is a very conservative figure, and that our heaviest sales months are still ahead.

    Lee Hay expressed concern about a lack of growth in membership because ASCD's budget is predicated on that figure every year. Frank Betts said we haven't seen the growth that we expected; the number of paid members has remained flat for the last six months, but membership revenue lags behind the cash report by about eight months.

    Gene Carter commented on the status of teacher and principal memberships. Leon Levesque said that the recent dues increase affected these two groups more than others, and this should be monitored because teachers receive less financial support. Carter noted that for many in these groups, ASCD membership is a secondary membership. We will begin to see a move away from the flat basic membership when we add to the services that are more teacher specific, which is a focus for propositions already in the works. Mikki Terry said that we will see some new initiatives for the needs we identify for both the teacher and principal markets.
President Budnik commented on "the aging member." He said we should look at forging a greater link between affiliates and the existing student chapters.

11. **Status report on investment portfolio.**
The status report on the investment portfolio was placed on the Consent Agenda. MOTION CARRIED.

12. **Authorize FY 99 budget for transmittal to the Board of Directors for approval.**
Frank Betts said we are moving from a line-item budget to a program budget. We now report 5% variances on the totals rather than 10% variances by line. He noted that the report includes a lot of building-related costs and costs for new products development.

Executive Council members discussed the level of detail the budget notes should include. Bonnie Benesh said that the investment line and the other revenue should have detailed notes, as should other areas where there is a flux. Gene Carter said that because of the budget's new format, Board members will receive an overview of the budget that includes a historical perspective.

Lee Hay noted that at the last Executive Council meeting he had asked that the number of new or "planned for" staff be reflected in the budget. Levesque said that he does not have an understanding of the staffing numbers related to the departments. Betts said that this information will be distributed with the minutes.

Hay moved, and Bob Watson seconded, to authorize transmittal of the 1999 budget to the Board of Directors for approval. MOTION CARRIED.

13. **Adopt updated Strategic Plan vision and goals.**
Diane Berreth noted that the recent changes to the vision and goals were based on feedback received from members of the Board of Directors.

President Budnik said he was impressed with the work of the staff Strategic Priorities Group (SPG). He reviewed the goals for the Council’s planned activity to focus on "what the words mean to you." Council members worked in small groups and then reported out. Berreth said the feedback would be shared with the SPG.

Joanna Choi Kalbus moved, and Bob Watson seconded, to adopt the updated Strategic Plan vision and goals.

The vision statement reads as follows:

ASCND makes a difference for children by serving those who shape their learning. ASCND helps educators prepare children for their future roles as citizens in an interdependent, ever-changing world. We are a powerful advocate and invaluable
resource for excellence and equity in education. We build partnerships that advance teaching and learning worldwide. We live our beliefs through our actions, products, and services.

The goals read as follows:

Goal One: ASCD will be the catalyst for change toward excellence and equity in education for the common good.

Goal Two: ASCD will develop the leadership of educators to enhance student potential and improve student achievement.

Goal Three: ASCD will engage in collaborative relationships that improve teaching and learning worldwide.

Goal Four: ASCD will exercise wise stewardship of its resources in accordance with ASCD’s beliefs and values.

Michael Dzwinski said he supported the motion but was troubled by the word “children” and suggested using the word “students.” Council members discussed whether the word should be changed. President Budnik called for a vote; there were 12 votes for the motion to adopt the vision and goals and 1 opposed. MOTION CARRIED.

14. Reports.

14.1 Progress report on ASCD’s strategic intelligence plans.
Gene Carter reviewed the background information in the notebook and said that ASCD faces an increasing threat from for-profit competitors and nonprofit associations that target our members and imitate our products and services. Strategic intelligence is a collection of information and also a decision-making process. He said that Diane Berreth provided leadership on this issue to an appointed staff strategic intelligence advisory group, which is charged with framing a context for ASCD strategic intelligence capacity and designing a plan for implementation that will include a system of measurement.

Bonnie Benesh asked that progress reports on this work be submitted to both the Executive Council and Board of Directors.

No motion required.

14.2 Report on relationships with affiliates.
Doug Soffer said that ASCD’s relationship with affiliates is characterized by a high degree of harmony and collaboration and that the recent Affiliate Leadership
Conference helped to facilitate the positive relationship. Staff are working on providing direct support to some of the weaker affiliates.

Joanna Choi Kalbus thanked Soffer for his analytical approach in the written material and for the current positive climate. President Budnik said he plans to visit West Virginia soon to help in restarting the affiliate in September.

No motion required.

14.3 Report on Executive Council representation at regional meetings.
President Budnik shared a historical perspective on this agenda item. He said that the Northwest and the Southeast regional meetings are both scheduled for October 1-3, which conflicts with the Executive Council’s meeting in Singapore. Bob Watson will attend the Northeast meeting and Michael Dzwinel will attend the Southwest meeting. Ray McNulty may be able to attend the Central meeting. Lee Hay will attend the Northwest meeting on his way to Singapore. Peyton Williams Jr. may be able to attend the Southeast meeting, which will be held in New Orleans, Louisiana, instead of Williamsburg, Virginia.

No motion required.

14.4 Status report on strategic alliances.
The status report on strategic alliances was placed on the Consent Agenda. No motion required.

Mikki Terry asked for feedback on the information provided in the notebook. President Budnik asked that we use the words “non-U.S. attendees” instead of “international attendees.” Terry shared additional information on the proposal process and the number of Distinguished Lecturers. Executive Council members discussed implications of the shortened length of the 1999 Annual Conference. President Budnik asked Council members to think about possible names for a back-up speaker. Diane Berreth reminded everyone that the Council’s follow-up meeting would take place Tuesday morning of the Conference instead of Tuesday afternoon.

Leon Levesque asked about the intent of collecting demographic data from the voice polling. Terry replied that the intent is to get information on topics and that it is not a marketing effort. Berreth said the Issues Committee members receive this information.

Doug Soffer said that opportunities for affiliate participation in social events, which was suggested by John Cooper, will be discussed at the affiliate regional meeting.
Joanna Choi Kalbus reviewed her plans to meet with the 2000 Annual Conference Planning Committee. She asked Council members for items to consider in this discussion. Lee Hay said the key is keeping people for the final keynote address. Levesque said we should see if the shortened schedule has any effect. Peyton Williams Jr. said we should consider inviting Bill Gates because he has a great impact on educators. Kalbus asked that any additional suggestions be sent to her via e-mail.

No motion required.

16. **Evaluation of Board of Directors and business meetings.**

Gene Carter reviewed a range of suggestions for future Board meetings that were made at the Executive Council’s debrief session last March, including (a) using some type of consent agenda; (b) reducing the length of the meetings; (c) creating a matrix for the Strategic Plan and budget reports; (d) using more technology, especially in facilitating the voting process; (e) providing breakfast; (f) providing time for socialization; (g) including a copy of the parliamentary procedures in the notebook material; (h) staggering agenda items; (i) reassessing the professional development activity; and (j) strengthening the proofreading process in development of the materials.

Bonnie Benesh said that the professional development piece should not be abandoned. The topic of strategic intelligence might be considered for this activity. Benesh suggested that meetings could begin at 9:00 a.m. with a question-and-answer format followed by a time for socialization. Activities should be prioritized, with an appropriate amount of time scheduled for each activity.

Leon Levesque said he agrees with a question-and-answer format but has concerns about including a professional development activity because members of the Board of Directors are there to conduct a business meeting. He also mentioned complaints about the meeting room used by the Board of Directors at its Monday meeting in San Antonio.

Diane Berreth shared information about the arrangement of the hotel room for the second Board of Directors meeting and said that the hotel could not accommodate the unanticipated change in the agenda.

John Cooper suggested using technology as a means of getting meeting evaluation information. He also suggested having an extended break for socialization instead of providing time at the beginning of the meeting. He supported Levesque’s concern about including professional development at the meeting.

Lee Hay said that the continental breakfast would provide an opportunity for socialization. He also suggested sharing information on possible changes with Board members.
No motion required.

17. **Review potential Annual Conference sites for 2007 and authorize staff to seek proposals from western sites in North America.**
Mikki Terry reviewed the rotation process used in selecting Annual Conference sites. She reminded everyone of the Executive Council’s recommendation several years ago to use convention centers instead of hotels.

Joanna Choi Kalbus moved, and Peyton Williams Jr. seconded, to authorize staff to seek proposals from Anaheim, San Francisco, and Vancouver.

Executive Council members discussed possibilities of other locations. President Budnik called for the vote. MOTION CARRIED.

18. **Provide input on topics, issues, and consultants for the 1999-2000 Professional Development Institute schedule.**
The request for input on topics, issues, and consultants for the 1999-2000 Professional Development Institute schedule was placed on the Consent Agenda. Mikki Terry asked that feedback be recorded on the form in the notebook material and returned to her. No motion required.

The report on the preliminary evaluation of the 1998 Affiliate Leadership Conference was placed on the Consent Agenda. No motion required.

20. **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. No motion required.

Diane Berreth provided an update of the Governance Evaluation Commission’s (GEC) activities since the March Board of Directors meeting. She distributed copies of an April 23 memo from President Budnik to the Board of Directors that included a brief summary of the Board’s feedback from its March 20 meeting. Based on this feedback, Commission members developed a new set of principles, which was mailed to Board members on June 9. Berreth said that the next step will be to ask Board members to complete an activity on alternative structures, either individually or with other members of their affiliates. Data from these activities will be ready for the GEC’s fall meeting.

Bob Watson emphasized that this is not a “done deal”--it is a work in progress. He used presentation software to illustrate information on the history of the Commission and its makeup. Berreth reviewed the rationale for the increase on the GEC from 9 to 13
members. Watson said that Commission members will have feedback from the electronic voting process and from the recent Affiliate Leadership Conference by the time they meet in November. At that meeting, the GEC will develop recommendations to present to the Board of Directors at its March 1999 meeting. Berreth listed ways that additional feedback will be sought from ASCD members, including printing a box in Education Update, creating a Board of Directors listserv, and using the Web. The GEC will also prepare a report for the Review Council and a summary to the Board of Directors in October 1998. Regional meeting participants will receive a synthesis. Berreth said that if structural changes were approved, they must go to the Constitution Review Committee for drafting and then go to the membership for approval. Constitutional amendments are voted on by the membership by mail ballot and require a two-thirds majority to pass.

President Budnik thanked Watson for his work, which he said was to increase the Executive Council’s sense of ownership of this issue. Watson asked Council members to review all of the related material carefully. He said he hopes to make a positive presentation to the Board of Directors using technology. Council members discussed whether serving on both the Executive Council and the Governance Evaluation Commission presents a conflict. Leon Levesque suggested a language change in the timeline for the next steps that would take into consideration that the Board of Directors might vote not to recommend any changes.

No motion required.

22. Status report on ASCD’s influence activities.
Diane Berreth provided information on ASCD’s influence program. She reviewed the use of ASCD publications, including recent issues of Infobrief, and the Advocacy Kit: Tools for Education Activists, which she said has been distributed to affiliate leaders on a pilot basis. ASCD will conduct a survey to gather information on its use and effectiveness.

Don Young commended ASCD staff on development of this kit and said his affiliate had found it very helpful.

No action required.

23. Adopt proposed action plans on new ASCD positions.
Diane Berreth reviewed the position adoption process. She said that the action plans vary widely based on the nature of the position.

Peyton Williams Jr. moved, and Bonnie Benesh seconded, to approve the proposed action plans.

Lee Hay said that the information found in the second strategy for the position “Know the Learner” was very helpful and that a similar summary for the first position would be
helpful as well. Williams said the information was very helpful and should be distributed widely. Joanna Choi Kalbus said she would like to see a research-based piece on bilingual education and statewide testing. Berreth noted that many copies of the Infobrief on bilingual education had been requested before the Board of Directors' vote. She thanked Melody Ridgeway and Mikki Terry for their help in developing this work.

Don Young said that the first sentence of the second position troubled him because it gives a mixed message. That sentence reads "ASCD believes that school renewal efforts should match individual learner strengths and needs with appropriate pedagogy to increased student achievement." President Budnik called for the question, which carried. He then called for a vote on approval of these action plans. There were 13 votes in favor and 1 opposed. MOTION CARRIED.

Leon Levesque asked about the process for reviewing the language in the position papers and said the language should be crisp and focused. President Budnik said that once the position has been advanced, we generally don't change the language, but prior to that it can be done. Berreth said we had attempted to do that with a separate reading by our public information director. Sharpness of language will be key for the fall meeting of the Issues Committee. Gene Carter said that another consideration is that the readership and degree of responsiveness to the issues are very broad--the language cannot be convoluted or fuzzy. The media wants to know what our position on an issue is in just a sentence or two.

24. Review ASCD policy on number of members on the Issues Committee and appoint chair. President Budnik reviewed the Council's discussion of this item at its March 1998 meeting. Diane Berreth said that the Council had asked for a review of the current Issues Committee policy regarding committee size, which reads as follows:

210 Working Groups and Committees

The Executive Council charges and appoints Association working groups and committees.

The Executive Council ensures diversity in working group and committee appointments.

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.

210.2.3 The Issues Committee identifies emerging educational issues,
develops proposed Association positions, and reports those issues and positions to the Board of Directors for their action.

210.3.3.1 The Issues Committee is composed of eleven members serving staggered, renewable one-year terms up to three years. Members are appointed by the Executive Council in March at the Council meeting after the Annual Conference from nominees provided by the Board of Directors....

Berreth said that two additional names were being brought forward for the chair of the Issues Committee, and she shared information on the traditional length of the chair’s term. President Budnik said he would first ask for comments on the current policy and then ask for a motion to appoint a chair.

Council members discussed concerns for broad participation expressed by a previous Executive Council when it developed the policy. Peyton Williams Jr., said he was in favor of the renewable one-year terms up to three years. He commented that the procedure for choosing standing committee members is not clear, nor is the Executive Council’s role in determining the chair.

Berreth said that all committees now have renewable one-year terms. Gene Carter commented that the policy action taken two years ago by the Executive Council was designed to ensure balance and continuity and to provide some flexibility.

Williams said it was not a matter of evaluation but of looking at the issues process and how it is handled. Bonnie Benesh said the Executive Council wanted flexibility but should be responsive to current concerns. There should be an evaluation of the process. President Budnik shared information on the concerns about the issues process expressed by some participants in the March 1998 town meetings. Don Young called for a point of order; President Budnik asked for specific suggestions related to the policy.

In response to a question from Joanna Choi Kalbus, Berreth said the Board of Directors recommends new members for the Issues Committee and the Executive Council chooses from that slate. Recommendations for carryover members are made by the staff. Levesque said that he is uncomfortable with not assigning people three-year terms but that it is important that the chair rotates. President Budnik wondered if the Executive Council should ask staff to develop an alternate policy, even though the policy was changed only two years ago. Levesque said yes. Williams said that the policy should distinguish between chairs of standing committees and chairs of advisory committees. As the policy is currently written, a one-year appointment is appropriate, but something should be added regarding the appointment of chairs to standing committees.
Budnik said that when this type of issue comes up, Executive Council directs staff to come back to the Council with alternative policies.

Williams moved that staff review the present policy on appointment of committee chairs for inclusion of a specific reference to chairs of the Association’s standing committees and that other provisions of the policy remain as presently stated. Levesque seconded the motion. Lee Hay and Don Young spoke in opposition to the motion. Staff should look at other options. Budnik said that staff can provide multiple recommendations.

Williams said that inherent in the current policy is a sense that once one is appointed, the term will continue for three years. When you consider the membership of the Association, the present policy is appropriate because it provides an “out” for those whose positions or responsibilities might change.

Bob Watson called for the question; none opposed. President Budnik called for a vote on the motion on the floor. There were 9 votes for and 4 opposed. MOTION CARRIED.

Council members then reviewed qualifications of the two recommended carryover members. (NOTE: The manner in which the printed material was written led Council members to mistakenly believe that one of the recommended persons would be serving a fourth year if appointed. Several council members expressed concern over this situation.)

Williams moved, and Benesh seconded, to appoint Helen Randolph Stiff as chair of the Issues Committee for 1998-99. President Budnik called for a vote on the motion: there were 4 votes for, 0 votes against, and 9 abstentions. MOTION CARRIED.

Benesh said that we need to have a defensible reason for action and that abstention was based on a lack of data. Sharon Lease commented that she attended the town meetings and that disagreeing is part of the process. Bob Watson said his abstention was because of the process; we need to be clear on the process we use. Williams said you can’t make appropriate decisions in the absence of appropriate data. Staff was able to clarify the length of Helen Randolph Stiff’s service; she is beginning her third year.

Hay called for a point of order, saying that the chair can make a motion to reconsider. President Budnik moved, and Peyton Williams seconded, to reconsider the motion on the floor. President Budnik called for a vote on the motion. There were 9 votes for and 4 against the motion to reconsider. The MOTION TO RECONSIDER CARRIED. He then called for a discussion of the motion to appoint Helen Randolph Stiff as chair of the Issues Committee. He stated that the Council directed staff to bring back alternatives.

Young said he agreed with Cooper. He thought that in March all we did was postpone this decision until June.
Francine Mayfield said that the issue of term of office has now been removed. Membership may still have a misunderstanding and this should be clarified. Budnik said that Isa Zimmerman, the current Issues Committee chair, had shared comments with him about the process. The Executive Council has every right to review and redirect the work of the Committee. He said that the minutes of the March 24 meeting reflect concern about the open-mindedness of the process.

Kalbus called for the question and Young seconded. There were none opposed. President Budnik called for a vote on the motion to appoint Helen Randolph Stiff as chair. There were 13 votes for and 0 opposed. MOTION CARRIED.

Dzwiniel moved that the Issues Committee reexamine the process with the purpose of making it issues-oriented rather than topic-oriented and to stimulate member discussion and debate before a position is established. Williams seconded the motion.

Benesh said that everything in this motion was already on the table for the Issues Committee to discuss. Carter reminded Council members that he wrote a letter to the Board of Directors on April 10 that addressed the issues process. We will continue to reflect on the process, including refining the presentation of proposed positions for clarity, exploring the use of technology, and developing measures of progress.

Williams withdrew his second, and Dzwiniel withdrew his motion.

25. **Report on the Learning First Alliance.**
The report on the Learning First Alliance was placed on the Consent Agenda. No motion required.

The report on the Children in Poverty initiative was placed on the Consent Agenda. No motion required.

27. **Report on the Name Study progress and adopt proposed Action Plan.**
President Budnik reported on the Name Study Group’s meeting early Thursday morning, which resulted in a plan to respond to the issues set forth by the March 1998 ASCD Board resolution. Diane Berreth distributed copies of a proposed Action Plan to Council members and reviewed the next steps, including a review and analysis of a Board of Directors’ survey, a summary of presentation and feedback, an opportunity for input from the entire membership, nonmember qualitative research, and an analysis of that research.

Ed Hall moved, and Bonnie Benesh seconded, to adopt the action plan. MOTION CARRIED.
Benesh said she would like to see some information from persons in influence arenas.

28. **Progress report on adoption of new association management and financial software.**
The progress report on adoption of new association management and financial software was placed on the Consent Agenda. No motion required.

29. **Provide input on preparation of Executive Council meeting agendas.**
Gene Carter said that the printed information lays out the steps of the existing process used to develop these agendas. President Budnik commented that this was an opportunity for Council members to provide input into either the process or specific agenda items.

Bonnie Benesh said that learning opportunities should be built into the Executive Council meetings. A discussion or activity around strategic intelligence would be very helpful in the future.

Leon Levesque said time should be built in for the group to discuss where the Association is going. He used internationalization as an example.

Benesh said that using the Consent Agenda structure is helpful; when she submits a question on the form she gets a response in 24 hours. Budnik said that the order of the items is very important and a lot of thought goes into the sequence for both agendas.

No motion required.

30. **Preliminary agenda and plans for Executive Council meeting in Singapore.**
Doug Soffer distributed packets of background information to Council members and ASCD staff. He acknowledged the Singapore affiliate’s help in developing the material and thanked Bonnie Benesh and staff member Roger Campbell for their work as well. Soffer reviewed the goals of the program and the tentative agenda for the meeting. Council members participated in an activity designed to familiarize them with Singapore culture.

Benesh and Soffer shared information on the upcoming program. Soffer said that ASCD staff and Council members would be reimbursed for coach air travel. Council members discussed the difficulty of flying up to 22 hours and then immediately beginning several days of meetings.

Ray McNulty moved, and Peyton Williams Jr. seconded, to increase the travel dates for which ASCD will reimburse hotel expenses by one extra day.

Council members further discussed the need for greater flexibility in travel dates. Lee Hay called for the question, which carried. President Budnik called for a vote on the
motion, and there were 8 votes for and 5 votes against, with 1 abstention. MOTION CARRIED.

Soffer said ASCD is still negotiating with several hotels. An updated agenda will be distributed later, and an activities form will be sent sometime in August.

McNulty thanked Benesh and Soffer for their presentation. No motion required.

31. **Select a site for 1999 international Executive Council meeting.**
President Budnik suggested using the words “non-U.S.” instead of the word “international” in the written material. Gene Carter referred to a chart in the notebook that lists the non-U.S. locations for earlier Executive Council meetings. He then reviewed recommendations for the site of the 1999 meeting (Israel, British Columbia, Chile, and Argentina) and said that Israel was the top recommendation.

Council members discussed meeting in these locations and how these visits enhance the work of the Association, including the development of new programs, products, and services.

Joanna Choi Kalbus moved, and Bob Watson seconded, to select Israel as the site for the 1999 non-U.S. Executive Council meeting. President Budnik called for a vote. There were 12 votes for and 1 abstention. MOTION CARRIED.

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

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

Additional agenda item.
Diane Berreth distributed copies of a memo from Corrine Hill, chair of the Review Council. She said that senior staff have been asked to review a lengthier memo from the Review Council and that they will share a progress report with the Executive Council in the fall.

34. **Process observations.**
Michael Dzwiniel said he noted that some seasoned members were fairly quiet. Some people dominated conversations, which resulted in unequal distribution of participation. All participants were attentive, and he did not notice any sidebar conversations. Everyone was willing to listen to other perspectives. A show of hands in a vote is very healthy. Participants did increase one another’s understanding. The group took ownership of tasks. All participants showed respect for one another. Most of the information necessary was available; kudos to officers and staff. Participants examined other alternatives and were amazingly focused. Participants did not interrupt one another. Participants need to work
on avoiding unequal distribution of participation, peripheral questions not directly related to the topic, getting bogged down on some issues, and other forms of inefficiency. We have some very inquisitive new members, which contributes to the group's strength but can also contribute to its inefficiency. Overall, we are in pretty good shape.

President Budnik thanked Dzwiniel for his observations and said it was one of the most comprehensive reports he has heard.

Joanna Choi Kalbus moved, and Sharon Lease seconded, to adjourn the business meeting. MOTION CARRIED.

President Budnik declared the Saturday, June 20, 1998, meeting adjourned at 3:45 p.m. He thanked Council members for their hard work.

7/98/bdr
## Work Groups

### Salary Summary FY'99

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