THOMAS J. BUDNIK, PRESIDENT
JOANNA KALBUS, PRESIDENT-ELECT
EDWARD L. HALL, IMMEDIATE PAST PRESIDENT
GENE R. CARTER, EXECUTIVE DIRECTOR

ASSOCIATION FOR SUPERVISION AND CURRICULUM DEVELOPMENT

EXECUTIVE COUNCIL MINUTES

MARCH 19 and 24, 1998

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EXECUTIVE COUNCIL MEETING
Thursday, March 19, 1998
San Antonio Marriott Rivercenter
San Antonio, Texas

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 Dzwiniel (Alberta); LeRoy Hay (CT); Joanna Choi 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; 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; Jay DeFranco, Controller; and Becky DeRigge, Executive Coordinator.

CALL TO ORDER

President Ed Hall called the meeting to order at 8:30 a.m.

1. Recognition of newly elected Executive Council members and President-Elect-Elect.
   President Hall welcomed the newly-elected members of the Executive Council, who were invited to attend the meeting as observers: Sharon Lease (OK), Peyton Williams Jr. (GA), and Don Young (HI). He also recognized President-Elect-Elect Joanna Choi Kalbus (CA). Leon Levesque (ME) and Francine Mayfield (NV) were expected to attend the Executive Council meeting on Tuesday, March 24.

2. President's remarks.
   President Hall announced that Immediate Past President Frances Faircloth Jones was unable to attend the meeting. He said that he and President Elect Budnik would attend to the Immediate Past President's responsibilities in her absence. Members of the Executive Council congratulated Sherrelle Walker on her birthday.

   President Hall asked everyone to keep their comments succinct and nonredundant.

3. Appoint a process observer.
   President Hall appointed Kay Awalt and Ray McNulty as process observers for this meeting.

4. Establish the Consent Agenda.
President Elect Tom Budnik moved that the following agenda items be placed on the Consent Agenda: 5, 10, 11, 13, 14, 15, 16, 23.3, 23.6, 23.7, 25, and 27. President Hall reminded everyone that Executive Council members retain the right to remove any item from the Consent Agenda. John Cooper seconded. MOTION CARRIED. Sherrelle Walker said she would comment on items 10, 13, 15, and 27 at the appropriate time.

5. Approve the October 25-26, 1997, Executive Council meeting minutes.
Approval of the October 1997 Executive Council meeting minutes was placed on the Consent Agenda. MOTION CARRIED. (Note: Michael Dzwiniel suggested several grammatical changes to staff.)

Lee Hay moved, and Sherrelle Walker seconded, to move into Executive Session. MOTION CARRIED.

Agenda items 6, 7, 8, 9, 10, and 11 were discussed in Executive Session.

Judy Stevens moved, and Ray McNulty seconded, to move into Open Session. MOTION CARRIED.

12. Review auditors' report for FY 97 and authorize transmittal to the Board of Directors for approval.
Carter said that ASCD's financial performance in FY 97 was very strong. Net assets increased by $1.857 million. ASCD is generating net cash income nearly double the amount required to maintain its asset balance. Revenue exceeded the budget projection by 4.4%, and expenses were under budget by about 1.2%. The average return on managed investments was 19%. In July 1997, ASCD obtained a variable rate revenue bond financing of $12.2 million at 3.25%. To reduce the construction cost, the money was reinvested in laddered bonds. We have received interest earnings of about $200,000 from those laddered bonds. By the end of 1997, we replaced two-thirds of the reduction of capital assets associated with construction costs. Jay DeFranco and his staff are to be commended for other savings as well, including $100,000 as a result of bulk purchases and from renegotiating long-term contracts. Early indicators for 1998 suggest that ASCD will have a similarly successful year.

Joan Schweizer, a partner in Deloitte and Touche LLP, addressed the Executive Council. The audit report does not indicate any changes in ASCD's accounting policies, and no significant audit adjustments need to be made. Deloitte and Touche LLP rendered a "clean audit."

Schweizer said that the financial statements cover only a single year. She noted that ASCD's total assets for this year are $35 million, total liabilities are $26 million, and net assets are $9 million. These figures indicate a strong performance over last year.

President Hall thanked her for her report.

Ray McNulty moved, and Bonnie Benesh seconded, to authorize transmittal of the auditors' report for FY 97 to the Board of Directors for approval. MOTION CARRIED.

13. Review the auditors' management letter for FY 97.
The review of the auditors' management letter for FY 97 was placed on the Consent Agenda. MOTION CARRIED.

14. Staff's response to auditors' management letter.
The staff's response to the auditors' management letter was placed on the Consent Agenda. MOTION CARRIED.

15. Report on budget variances for FY 97.
The report on budget variances for FY 97 was placed on the Consent Agenda. MOTION CARRIED.

Sherrelle Walker said that she really appreciated the new format of the report and found it very helpful.

16. Report on the investment portfolio.
The report on the investment portfolio was placed on the Consent Agenda. MOTION CARRIED.

17. Review projected financial data for FY 98 compared to the budget.
Frank Betts said that at the end of January 1998, ASCD's total revenue was $30,780,500 compared to the projected figure of $32,802,541. Total expenses were below the projected figure, leaving a surplus of about $890,500. Jay DeFranco reported on the internal financial statements for February, and said that revenue and expenses were holding the line.

Sherrelle Walker said that this was the first time that ASCD had no budget overages to report. Betts said ASCD would replace all the investment capital used in the purchase of the new building.

No motion required.

18. Review three-year budget projection.
Frank Betts reviewed the new budget format. The FY 99 budget shows a continued pattern of moderate growth. Betts noted that it is becoming more difficult to forecast or make a budget projection because of the competitive environment. The projection shows a small growth in membership and marketing, and we may want to reexamine our

membership and marketing policies. The number of paid members has remained about 160,000 for the last six months.

Gene Carter commented that ASCD's membership is flat, but our financial position is increasing. Michael Dzwiniel asked if ASCD expects to run into any problems associated with the change to the year 2000. Melody Ridgeway responded that we are comfortable with the new software we have acquired and that we will be in compliance and offered to report more fully at the June Executive Council meeting. Jay DeFranco commented that Deloitte and Touche LLP also reviewed ASCD's business practices and future accounting system.

No action required.

19. Review new budget format for FY 99.

Frank Betts displayed examples of both the new and the old budget format on overheads for the Executive Council's review. He reviewed the transition from the current budget format, organized by department, to the new program budget format, organized by function, as provided by ASCD's auditors and GAAP requirements. Ray McNulty suggested that the budget notes not be numbered separately from the budget lines in the future. Kay Awalt said it was a good idea to expand the budget notes for clarification.

No action required.

20. Review the preliminary estimate of FY 99 budget and authorize transmittal to the Board of Directors.

Marge Chow asked about the increase in number of personnel. Frank Betts responded that we have budgeted for eight new staff people. Lee Hay asked that clearer language be used in the notes so that new positions can be identified. Betts mentioned that the increase in positions would be balanced by a decrease in other positions, and Hay asked that this information be presented more clearly in the future.

Ray McNulty emphasized that the line item "Executive Director's Fund for Program Development," which is reserved for unanticipated program development needs, should be preserved. He said that ASCD is a business and must be able to act quickly if necessary. Mikki Terry said that the increase in print sales represents what we believe we can bring in by publishing six more books. Betts noted that the headquarters' fixed costs are a result of the relocation. He also reviewed expenses not a part of the bond expenditures. He expects about a 19% increase in expenditures over last year.

Sherrelle Walker moved, and Ray McNulty seconded, to authorize transmittal of the preliminary estimate of the FY 99 budget to the Board of Directors. MOTION CARRIED.

21. Executive Director's Annual Report.
Gene Carter said that this year's Annual Report is unique, because it combines the contents of our Strategic Plan with international folktales on how learning occurs. This information, along with the customary data, is presented in a way that strengthens our commitment to teaching and learning. Susan Hlesciak Hall, Director of Public Information, coordinated the project, and Karen Monaco of ASCD's Design unit produced the graphics.

Joanna Kalbus said the report is a beautiful document. Carter mentioned that each Board member also received a copy, as did the heads of major educational and state agencies. Both Joanna Kalbus and Lee Hay asked about the cost of producing the report. Carter responded that last year's profit more than covered that expense. He noted that the report should have included the number of affiliates outside of the United States and should list the international membership by country.

Sherrelle Walker said she was exceptionally pleased with the report. We operate as a business, not a school system--the report is a marketing tool for us. Kay Awalt said that Council members should be proactive in sharing this information. Carter said that the business entities who wish to engage in partnerships with ASCD often look at the Annual Report, and it separates us from our peers significantly. Hay suggested that the Board members hear this justification. Carter noted that we are looking at ways to present some of the graphics in a poster format.

No motion required.

22. Appointments

22.1 Review nominees for candidates for the Nominations Committee and recommend slate of candidates to the Board of Directors.
Diane Berreth distributed an expanded ballot of nominees. Nominees were suggested by Executive Council and Board members. Board of Directors members will elect nine of the eighteen nominees on the expanded ballot.

Sherrelle Walker moved, and Lee Hay seconded, to recommend the slate of candidates to the Board of Directors for action. MOTION CARRIED.

22.2 Appoint Executive Council liaison and four members to the Affiliate Excellence Award Selection Committee.
President Hall appointed Ray McNulty as the Executive Council liaison.

Lee Hay moved, and Bob Watson seconded, to appoint the four recommended members to the Affiliate Excellence Award Selection Committee: Joanna Choi Kalbus (CA), Linda Torp (IL), Arnold Ostfield (Alberta), and Doug Soffer (VA).

MOTION CARRIED.

22.3 Appoint eight members to the Annual Conference Advisory Committee.
Mikki Terry explained a correction to the notebook material.

Lee Hay moved, and Kay Awalt seconded, to appoint the following eight recommended people to the Annual Conference Advisory Committee: Mary Ann Reynolds (TX), Stephanie Robinson (DC), Realista Rodriguez (VA), Anita Suazo (CA), and Mary Thibodeaux (IL) as continuing members, and Jim Grant (NH), Keith Rohwer (NE), and Cameron Harrison (Scotland) as new members. MOTION CARRIED.

22.4 Appoint six new members, including the chair, to the Constituent Relations Committee.
Lee Hay moved, and Michael Dzwiniel seconded, to appoint the following six recommended members, including the chair, to the Constituent Relations Committee: Harriett Arnold (CA), Arnold Ostfield (Alberta), Larry Palko (PA), Carolyn Schubach (UT), and Linda Torp (Chair, IL) as continuing members, and Adrianda Bloehm (Curaçao), Karen Budan (MI), Ken DiPietro (RI), Joanna Choi Kalbus (ex officio member, CA), Yolanda Rey (TX), and Andrew Tolbert (AR) as new members. MOTION CARRIED.

22.5 Appoint twelve members to the Editorial Board, *Journal of Curriculum and Supervision*.
Lee Hay moved, and Ray McNulty seconded, to appoint the following twelve members to the Editorial Board: O.L. Davis Jr. (TX), Peter Grimmett (BC), Marcella Kysilka (FL), Gerald Ponder (NC), Frances Schoonmaker (NY), Gregory Wegner (WI), and Deanna Winn (UT) as continuing members, and Steve Hawley (OH), Lillie Jones (NC), Frances Monteverde (IN), Nancy Romerdahl (WA), and William Wraga (GA) as new members. MOTION CARRIED.

22.6 Appoint nine members to the Program Development Advisory Committee.
Lee Hay moved, and Kay Awalt seconded, to appoint the following nine members to the Program Development Advisory Committee: Gary Bitter (AZ), Mike Eason (FL), Claudia Geocaris (IL), John Grymes (VA), Bonnie Walters (CO), and Charles Webber (Alberta) as continuing members, and K. Mike Hibbard (CT), Minnie Phillips (MI), and Carmen Simich-Dudgeon (IN) as new members. MOTION CARRIED.

23.1 Report on Governance Evaluation Commission and discussion of alternative structures.
President Hall said that the Commission has been working for more than a year. The Board of Directors will participate in an activity based on examining some possible alternative governance structures. The Commission will receive feedback from the

Affiliate Leadership Conference as well. Bob Watson said that work is still in progress, and he reviewed the activity that the Board would be doing. He said that the Commission will prepare a report on the Board's feedback for the Board and Review Council and make a recommendation to the Executive Council at its fall meeting.

No motion required.

23.2 Report on Commission on Internationalization and adopt revised statement on internationalization.
Doug Soffer said that the Commission began its work with a review of possible international structures, a process that took about three years. The vision statement in the report was never formally adopted by the Executive Council.

John Cooper moved, and Tom Budnik seconded, to adopt the revised vision statement on internationalization. MOTION CARRIED.

Michael Dzwiniel commented that he was troubled by the use of some of the language in the statement and suggested some alternative wording. President Hall said that the current language relates to ASCD's vision statement. Diane Berreth explained how some of the wording in the revised statement evolved.

23.3 Report on relationships with 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. MOTION CARRIED.

23.4 Report on relationships with affiliates.
Doug Soffer informed Executive Council members that the president of Netherlands ASCD is unable to reconstitute the affiliate. Soffer will investigate activities to reconstitute the affiliate during the next year.

No motion required.

23.5 Report on the Strategic Plan.
Diane Berreth said that the Board of Directors will have its third opportunity to provide input on the proposed update of the Strategic Plan at its Friday meeting. Board members will review the vision, goals, and strategies. She reviewed the Board activity. Feedback will be incorporated into the document that Executive Council members will review for adoption at its June meeting. Berreth asked that any suggestions for change in language be shared at the Board meeting.

No motion required.

23.6 Report on Urban Professional Development Initiative.
The report on the Urban Professional Development Initiative was placed on the Consent Agenda. MOTION CARRIED.

23.7 Report on the Learning First Alliance Summit on Reading and Math.
The report on the Learning First Alliance Summit on Reading and Math was placed on the Consent Agenda. MOTION CARRIED.

23.8 Report on the Name Study and discussion of alternatives.
David Holton and Laurel Sutton of Master-McNeil Inc. joined the Executive Council for this discussion. President Hall said that Diane Berreth and Bonnie Benesh were very helpful in activities related to this agenda item. The Name Study was proposed in response to recommendations from both the 1997 Review Council report and the staff Influence Goal Group. A progress report was shared with the Council at its October 1997 meeting, including results of in-depth managers' briefings and the Board of Directors' survey. President Hall reviewed the activity planned for the Friday Board of Directors meeting. Depending on Board action, the membership may have the opportunity: (1) to provide feedback over the coming year, (2) send alternative names forward to the membership, or (3) take no action.

Executive Council members viewed a video produced by Master-McNeil with information on naming objectives and criteria, survey participants, survey results, objectives, and possible names.

Bonnie Benesh reviewed recent columns by President Hall and Executive Director Carter that appeared in *Education Update*. She said that feedback was received from 15 affiliates. Berreth said that the Board does not make the decision about changing ASCD's name but rather about whether a proposed change will go forward to the membership. Executive Council members reviewed two motions that are examples of what could be proposed by the Board of Directors in response to the Name Study presentation and activities:

> "Proposed Motion One: RESOLVED, that the Board of Directors defer any recommendation to the membership to change the name of the Association at this time, and that the President and the officers of the Association continue to communicate with the membership to ascertain the members' views concerning the advisability of a name change. If a name change appears to be supported by a significant portion of the membership, the officers of the Association should seek to obtain general consensus on an acceptable new name. The officers should report the results of their further activities in connection with this matter back to the Board."

"Proposed Motion Two: RESOLVED, that the name of the Association for Supervision and Curriculum Development should be changed to the highest-ranked name selected by the Board of Directors that is legally available. And that to accomplish the foregoing, the Articles of Incorporation should be amended by deleting Article I and replacing it with 'ARTICLE I: The name of the corporation shall be _____.' RESOLVED FURTHER, that the proposed amendment to change the name be submitted to a vote at a special meeting of the members of the Association."

A Board member can also move to "table," "postpone indefinitely," or "postpone to a certain time." Berreth noted that the two examples had been reviewed by ASCD's legal counsel and by ASCD's parliamentarian, Delmo Della-Dora. President Hall said that ASCD's membership has the final decision on a name change. Berreth said that ASCD is governed by Virginia corporate law and that a name change would require a "face-to-face" meeting of the members of the Association. Given the size of our organization, ASCD's legal counsel states that ASCD would send a notice of a special meeting to the membership, membership would provide proxies on a vote in favor of or against a specified name, the ballots would be given to proxies, and the proxies would then be present for the special meeting.

Laurel Sutton reviewed the creative work behind a list of possible new names. David Holton reviewed the possible names mentioned in the video. Executive Council members agreed that presentations by the Master-McNeil representatives would be more informative than the video. Copies of the overheads used in today's presentation will be distributed to Board members as well.

No motion required.

24. Approve and transmit the Review Council report to the Board of Directors for action. Sandra Grey Wegner, chair of the 1996 Review Council, provided the Review Council report because Quincy Harrigan, chair of the 1997 Review Council, was unable to attend the meeting. Wegner reviewed the Review Council's charge, statement of commitment, and its rationale for selecting an internal review as its topic for study. She also shared information from the Report on the Review Council's methodology and results. Wegner noted that the Review Council has been constrained by traditional practices and its current time frame. She reviewed the six action plans listed in the report: assume responsibility to maintain awareness of the Association's activities; identify substantive study topics that relate to ASCD's Strategic Plan; implement revised calendar and work plan; select methods of study, analyze the data, and take steps necessary to develop a position; formulate a report and disseminate findings and recommendations to the Executive Council, Board of Directors, and the Association; and request action from the Board of Directors on the Review Council's Report. This is a change from just submitting a report; recommendations should be discussed and voted for or against.

Sherrelle Walker said she struggled with the report. The activities suggested in the action plan don't get at the core of what the Review Council should be about. Walker said that many other committees also review the organization's work. Perhaps the Review Council needs to help us look forward more instead of looking back or "reviewing." Lee Hay said he saw two major recommendations in the report: (1) that the Review Council wants a more formal opportunity for input in what they should do, and (2) the Executive Council should take action on whatever recommendations come out of the study.

Hay moved, and Sherrelle Walker seconded, to approve and transmit the Review Council report to the Board of Directors. Walker said she is still troubled by the action plan because the issue of the Review Council's role has not been satisfied. It can be more of an arm that helps us. She said she can't accept the report unless we attach an amendment to focus on the work of the Review Council in some way. Joanna Kalbus said we are transmitting this to the Board of Directors tomorrow. This activity tomorrow will focus on input. Walker said that the focus may still be unclear. Marge Chow asked if any recommendations regarding the Review Council appear in the Governance Evaluation Commission work. Judy Stevens said that the two recommendations in the report, if approved, would affect the work of the Governance Evaluation Commission.

Marge Chow moved to amend the motion on the floor by adding the sentence, "The results will be aligned with the work of the Governance Evaluation Commission."

Bonnie Benesh suggested adding "Delay approval of the recommendations in the Review Council report until further action of the Governance Evaluation Commission."

Gene Carter said that the Review Council's presentation to the Executive Council is a professional courtesy and does not need the Council's approval. You could advise or suggest to the Board that in its review of the report it should take note of the fact that the Governance Evaluation Commission's work should set the stage for the recommendations. The report goes to the Board whether the Council agrees with it or not.

Marge Chow withdrew her motion to amend. Walker withdrew her second of Hay's motion, and Hay withdrew his original motion.

Sherrelle Walker moved that the recommendations brought forth by the Review Council be submitted to the Governance Evaluation Commission and brought back to the Board for consideration. Carter said that the Executive Council is an extension of the Board. It functions when the Board is not in session. Council members can express opinions when the report is presented to the Board of Directors, but the Council cannot hold up the report. Diane Berreth noted that the Review Council is aware of the Governance Evaluation Commission and Constitution Review Committee and did not intend to move separately to change the Constitution--it is in the Governance Evaluation Commission's timetable. Walker withdrew her motion.

President Hall thanked Wegner for her report.

25. Report on positions adopted in 1997.
The report on positions adopted in 1997 was placed on the Consent Agenda. MOTION CARRIED.

26. Approve and transmit Issues Committee report to the Board of Directors for action.
Isa Kaftal Zimmerman, Issues Committee Chair, presented the report, which had two parts: (1) presentation of the issues identified by the Issues Committee, and (2) result of the charge to the Committee to review the positions included in *What We Believe: Positions of the Association for Supervision and Curriculum Development.* Committee members tried to categorize the 91 positions under specific headings (some could be placed in more than one category). They also identified a few positions that should be retired because they have been subsumed by laws that did not exist when the positions were written. Then they identified those positions in which more work needs to be done. This task was not completed, and Zimmerman asked for a one-day extension to the Committee's fall meeting to complete this process. She said that the question of how the issues process filters through the entire organization should be looked at periodically. Periodic publication of the positions is also a very good idea. *What We Believe* now includes a section on the work done to identify positions that fit into categories so that people can see what was done in the past.

Gene Carter noted that the one-day extension of the Committee's November meeting was factored into the budget. Michael Dzwiniel asked if the Issues Committee members could reword the proposed positions into issues language rather than topics language. Zimmerman said it's part of the difficult work of the Committee. Committee members tried to distinguish between the background and the issue, and would appreciate some more feedback on other formats or ideas. Dzwiniel said he still would like to see a definite statement of the position that will be debated. Zimmerman said that once the Board adopts positions, ASCD staff determines what action should be taken on them. It is in the action plans that the position gets further defined. The proposed positions are much more global and philosophical this year. President Hall thanked Zimmerman for her presentation.

No motion required.

27. Annual report on programs and products.
The annual report on programs and products was placed on the Consent Agenda. MOTION CARRIED.

28. Review the Board of Directors meeting agenda.
Executive Council members reviewed the agenda for the Board of Directors meeting on Friday.

No motion required.

Joanna Kalbus asked President-Elect Tom Budnik, who is serving as the Executive Council liaison to the Nominations Committee in the Immediate Past President's absence, to remind the Nominations Committee Chair that the Committee was directed not to pair candidates. Diane Berreth said that the Governance Evaluation Commission will look at this as well.

Doug Soffer said he plans to introduce an additional item to the agenda (7.1), which is a report on the status of the Netherlands affiliate.

29. Approve the October 1999 Executive Council meeting date.
President Hall said this agenda item would be discussed by the Executive Council on Tuesday, March 24.

30. Recognize retiring Executive Council members.
President Hall said the Council would miss the retiring members' personalities and wise input. He distributed tokens of appreciation to Kay Awalt, Judy Stevens, Sherrelle Walker, and Marge Chow, and to Joanna Kalbus, who returns to the Council as President-Elect.

Council members offered feedback and suggestions on the restructured notebook material.

No motion required.

31. Process Observations.
Kay Awalt said the Council does three things well: taking different perspectives; showing respect for one another; and, usually, reaching some type of agreement. She noted more sidebar conversations today than at any other Council meeting she has attended, and she said that some members of the group dominated discussions. All in all the meeting was a positive one.

Ray McNulty said he noted many side conversations as well. Everyone did participate but Council members were less patient as the afternoon wore on. The meeting could be shortened if positions were not restated three or four times. President Hall did a good job pushing us.

Judy Stevens moved, and Joanna Kalbus seconded, to adjourn the business meeting. President Hall announced the meeting as adjourned at 5:45 p.m.

EXECUTIVE COUNCIL MEETING
Tuesday, March 24, 1998
San Antonio Marriott Rivercenter
San Antonio, Texas

MINUTES

ATTENDING
Thomas Budnik, President (IA); Joanna Choi Kalbus, President-Elect (CA); Edward L. Hall, Immediate Past President (AL); Bonnie Benesh (IA); Bettye Bobroff (NM); 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; 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 12:25 p.m.

1. Introduction of new Executive Council members.
   President Budnik welcomed everyone to the meeting. He circulated a copy of the logo for the 1999 Annual Conference meeting in San Francisco. He said that the theme, "Building Dynamic Relationships: Our Bridge to the Future," is appropriate for the whole year and not just for the 1999 Annual Conference. President Budnik welcomed the new members and they, the other Executive Council members, and ASCD staff introduced themselves. President Budnik encouraged the new members to reread their Statements of Leadership, which were included in the 1998 election booklet. He asked everyone to speak to the topics and not to paraphrase and to keep sidebar conversations to a minimum.

2. Preliminary comments and evaluation of the 1998 Annual Conference.
   Mikki Terry asked Council members to provide feedback on their likes and dislikes on the form provided in the notebook material. This feedback will be shared with the members of the Annual Conference Planning Committee.

   Executive Director Gene Carter said that attendance was approximately 11,450, down from last year, but that exhibit sales were up from $51,000 last year to $63,000. This was a very successful conference. President Budnik said he heard comments from three

people from Argentina about the importance of ASCD's programs and products. Ray McNulty said he heard many positive comments but also heard that some of the sessions were overbooked and didn't have enough handouts. People seemed happy with the hotels. Next year's Annual Conference will be shortened to three days. John Cooper said he heard nothing but positive comments. He asked if opportunities for socializing could be extended, and suggested that the question of how to do this be presented at the upcoming Affiliate Leadership Conference.

Lee Hay asked that a map of the convention center be added to the conference planner. He said he heard complaints about the structure of the Board of Directors meeting. We began to lose people by 4:00 p.m., and those who remained were very tired. President Budnik said that members of the Governance Evaluation Commission were concerned about this as well.

McNulty asked staff to review the professional development activity planned for the Executive Council's June 1998 meeting. He also asked that we provide a continental breakfast for Board members the first day of their meeting. We should open the Board meeting and then recess for fifteen minutes so that people can greet each other. The role of the Board of Directors and the parliamentary procedures should be a part of the Board notebook material.

President Budnik said that the officers develop the meeting agendas in consultation with ASCD staff. Michael Dzwiniel said he heard from two persons who were very disappointed that some presenters could not get to the meeting, and he asked about ASCD's procedures for handling this situation. Terry responded that if an institute is canceled, ASCD refunds the registration money. We will also file a claim with our insurance company to recoup attendees' transportation and room costs. We plan to write letters to all participants alerting them to other times they would have access to that consultant.

Peyton Williams commended Terry on the program book. He said it was one of the best guides we have had. He suggested that newly elected Executive Council members join the Council beginning with the afternoon session of the first day the Council meets (the Thursday before Annual Conference). Williams asked for increased opportunities for dialogue in the issues process to ensure respect for diverse points of view. The work of the Issues Committee is really the work of the Association. The time allotted at the Board of Directors meeting is too short to deal with the process. We must show respect for the integrity of the process.

3. Preview of the 1999 Annual Conference plans.

Mikki Terry said that next year's annual conference in San Francisco will close on Monday afternoon. The Executive Council will meet the Tuesday morning after conference. This change is in response to declining attendance on Tuesday. She said that

the conference preview will be available in October and that Executive Council members will get the earliest announcement. Terry noted that the change in the conference schedule will result in a savings in the cost of shuttle buses.

President Budnik said that the present plan is to keep the same format for the Board of Directors meeting on Friday. Mikki said that Monday's Board meeting will begin slightly earlier than in the past.

Executive Council members reviewed the invited speakers on the list that Terry distributed. President Budnik said he learned a great deal about getting good speakers at a reasonable cost. He acknowledged Bob Clark's work on the Annual Conference Planning Committee. He said that the new conference format is an experiment. Lee Hay said we might get a reaction if the fee is the same for a shorter period of time.

No motion required.

4. Announce the appointment of the 1998-99 Nominations Committee chair, the assistant chair, and one carry-over member.
President Budnik announced that the following persons would be asked to serve: Amy Bragdon (WA), as the 1998-99 Nominations Committee chair; Richard Nabel (CT), as the assistant chair; and Susan Kerns (Germany), as the carry-over member.

No motion required.

5. Appoint two new members, nine carry-over members, and the chair of the 1998-99 Issues Committee.
Diane Berreth distributed a list of the nominees. Staff recommended Board nominees Ron Costello (IN) and Sandra Dyke (Alberta) as new members based on a need for geographic balance, and the following carry-over members: John Attinasi (CA), Judith Dorsch Backes (MD), Luis Burgos (PR), Jesse Goodman (IN), Mildred Huey (SC), David Jones Jr. (TN), Mary Ann Riggie (VT), and Helen Randolph Stiff (VA). Berreth noted that the Issues Committee chair has traditionally served two years for continuity of leadership.

Immediate Past President Hall said that the process for obtaining feedback needs to be publicized, along with how the Issues Committee does or does not incorporate that feedback into its work. There is the perception that the Committee is inflexible. Bonnie Benesh said she heard this comment as well. She said she didn't feel there was open-mindedness to international perspectives. President Budnik and Michael Dzwiniel said they had also heard this.

Dzwiniel said that what the Committee terms an issue is really a topic. Leon Levesque said he never considered the issues to be positions.

Peyton Williams Jr. emphasized that the integrity of the process of having the membership respond should be valued and highly respected. President Budnik said the process can always be amended. Dzwiniel recommended a review of the issues process. Don Young also expressed concern about the wording of the issues and said they are not really issues--some are already ASCD goals. Joanna Kalbus said that the makeup of the Committee does not reflect an international perspective. Diane Berreth said that having 11 members on this Committee was an ASCD policy subject to Executive Council action. Immediate Past President Hall asked that the chair be appointed at the Executive Council meeting in June.

Ray McNulty moved, and Ed Hall seconded, to accept the staff's recommendation of two new members and the nine carry-over members to the Issues Committee, with appointment of the Chair in June 1998. McNulty asked that a review of the policy related to the number of persons to serve on this Committee be placed on the June 1998 Executive Council agenda.

Diane Berreth reviewed the committee's meeting schedule. She said that Committee members had previously reviewed the existing positions and language was modified wherever possible to reflect an international perspective. Levesque and Benesh stressed the importance of balance between American-based and international-based issues.

Lee Hay asked to move the question and the MOTION CARRIED.

6. Review recommended Executive Council calendar.
Gene Carter said the Executive Council will meet June 18-20. An orientation for new Executive Council members is a part of this meeting. New members should plan to arrive the afternoon or early evening of June 17. The next day is a full day of orientation. That evening the entire Council participates in a reception followed by dinner. Business proceedings end on Saturday. In addition to the prepared business meeting material, new members will receive an "orientation packet" with an opportunity to ask questions in advance.

Carter noted that one of the Council's three meetings a year takes place in an international setting. This year the Council will meet in Singapore in October. An orientation session on this trip will be a part of the June Council meeting agenda. Doug Soffer reviewed the tentative schedule for the Singapore meeting. Carter reminded everyone to check the status of their passports and any inoculation requirements. He announced a possible site for the 1999 meeting, including Israel, Argentina, Chile, and Trinidad-Tobago. Soffer distributed copies of a list of the international locations the Executive Council has visited in past years.

No motion required.

7. Review update of the Strategic Plan.

Diane Berreth briefly reviewed work to date on the update of the vision, goals, and strategies of the Strategic Plan. She said that the Board of Directors activity on Friday was highly valued but acknowledged that it created frustration because of a lack of time. Feedback from this activity will go back to the Strategic Priorities Group. The revised Plan comes back to the Executive Council in June for adoption of the vision statement and goals. She said that the Executive Director manages the work related to the strategies but the Executive Council will be informed of them. We will also have fully developed sets of measurements. She noted that Melody Ridgeway and others are looking at technology opportunities for communication with Board members.

No motion required.

Additional comments.

President Budnik noted that Council members had agreed to mentor the newly elected persons. Ray McNulty commented on the hard work of the ASCD staff, and Gene Carter said that a reception to acknowledge the work of all the staff was being planned. Bonnie Benesh reminded everyone of the commitment made to the Board of Directors regarding the Name Study. Executive Council members thanked Benesh for her work on this activity.

Ray McNulty moved, and Joanna Kalbus seconded, to adjourn the business meeting. President Budnik declared the meeting adjourned at 2:10 p.m.

4/27/98/bdr