EXECUTIVE COUNCIL MINUTES

OCTOBER 7 - 9, 1998
EXECUTIVE COUNCIL MEETING
October 7 - 9, 1998
Singapore Marriott Hotel
Singapore

MINUTES

ATTENDING
Thomas J. 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, Deputy Executive Director for Operations; Mikki Terry, Associate Executive Director for Program Development; Melody Ridgeway, Assistant Executive Director for Information Systems and Services; Doug Soffer, Assistant Executive Director for Constituent Relations; and Becky DeRigge, Executive Coordinator.

Wednesday, October 7, 1998

CALL TO ORDER
President Tom Budnik called the meeting to order at 2:15 p.m. on Wednesday, October 7, 1998.

1. President's remarks.
President Budnik encouraged Executive Council members to move the agenda along expeditiously. He said he was impressed by the enthusiasm demonstrated during the school site visits as well as by other experiences during the previous two days. Budnik noted that he had read the book given to him at last June's meeting.

2. Appoint a process observer.
President Budnik appointed Bettye Bobroff as the process observer for the meeting.

3. Establish the Consent Agenda.
President-Elect Joanna Choi Kalbus moved that the following items be placed on the Consent Agenda: 6, 7, 11, 13.1, 13.2, 13.4, 13.6.1, 13.6.2, 13.6.3, 13.6.4, 13.6.5, 13.8, 13.10, 13.12, 13.13, 15, 18, and 20. Ray McNulty seconded. Frank Betts said he would have comments on agenda item 7 (to be discussed during Executive Session), and Michael Dzwiniel said he would comment on agenda item 13.6.5. MOTION CARRIED.
4. **Approve the June 19 - 20, 1998, Executive Council minutes.**
   LeRoy Hay moved, and Robert Watson seconded, to approve the June 19 - 20 Executive Council minutes. MOTION CARRIED.

John Cooper moved, and Joanna Choi Kalbus seconded, to move into Executive Session. MOTION CARRIED.

Agenda items 5 and 8 were discussed in Executive Session (items 6 and 7 were placed on the Consent Agenda).

Raymond McNulty moved, and Robert Watson seconded, to move into Open Session. MOTION CARRIED.

9. **Report on current financial status.**
   Executive Director Gene Carter provided a brief report on the Association’s current financial performance as requested by the Executive Council. He noted the current year surplus figure of $264,000. Audit procedures were scheduled to begin in mid-October. Carter cited measurements of ASCD’s ability to meet current obligations and its debt-paying ability. He said ASCD is very conservative in its financial decisionmaking.

Raymond McNulty will serve as the Executive Council liaison to the Budget Committee, which will soon begin its meetings. Carter distributed copies of a document with information on the makeup of the Committee and its charge, timetable, and process. Joanna Choi Kalbus expressed appreciation to Carter and ASCD staff for their fiscal management of the Association.

No action required.

10. **Review FY 98 unaudited financial report.**
    Frank Betts provided information on the current staffing situation in the Financial Services Work Group. Gene Carter said ASCD is still in the process of moving from a cash to an accrual basis of accounting. He reported that the interest on the bonded debt is slightly more than 5% and that return on investment is still good. There is no reason to accelerate our debt reduction at this time. Carter said that the return on investment is also dependent on the performance of staff. We are estimating a final FY 98 fund balance of between $700,000 and $800,000.

No action required.

11. **Authorize FY 99 budget adjustments.**
    The authorization of FY 99 budget adjustments was placed on the Consent Agenda (no adjustments were required). MOTION CARRIED.
President Budnik said that no budget adjustments were required at this time, which is very nice to report. He commented that the budget notes included in the notebook material are very helpful and that this process has been greatly refined over the last three years.

Donald Young expressed concern over the low rate of response by Board members on the FY 99 budget vote.

No action required.

12. Review ASCD investment portfolio.
Frank Betts reviewed ASCD's current policies relating to the management of its cash and investments, particularly the Executive Council's 1997 decision that allowed a change in the Association's long-term investment strategy for both of ASCD's money managers from 50% equity and 50% bond and other to up to 75% equity with the balance in bond and other.

Donald Young reported on a conversation he had with Jay DeFranco, ASCD's controller, who said that both Merrill Lynch Asset Management and A.G. Edwards show an overall growth in market value despite the recent stock market downturn.

No action required.

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

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

13.3 Progress report of Review Council activities.
Diane Berreth reported on the Review Council's September 18 - 19 meeting at ASCD headquarters. Two of the five members, Art Steller and Quincy Harrigan, were unable to attend. Berreth distributed copies of the affiliate survey results, which she said were generally positive. She said that this is a two-year study and the Review Council will provide a progress report in March 1999, when it will also conduct a small-group activity with the Board. The Review Council plans to send several memos with preliminary findings to the Board of Directors this fall.

Berreth then reviewed the purpose for the memos, which is to share preliminary findings and obtain Board feedback on a set of subitems from the four areas of inquiry under the question, What is the most effective allocation of resources between revenue-generating
and nonrevenue-generating programs, products, and services to ASCD members, including affiliates and nonmembers?

President Budnik shared information from a recent letter sent by the Review Council chair, Quincy Harrigan. Michael Dzwinel asked Council members to think about the first subitem and the conflict between providing a service to people and making a profit and to ask the question, Are we doing things to increase success for all learners?

No action required.

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

13.5 Report on Name Study progress.
Diane Berthet said that the Executive Council has a subcommittee working on the Name Study, which met on the same day as ASCD's new building dedication ceremony (September 17). This subcommittee reviewed the action plan, which is on schedule. ASCD is using an open-response voice poll that will be followed up by a survey of a random sample of members and other constituents. Based on the Board of Directors' action last March, the officers will determine the advisability of moving ahead based on the results of the voice poll and survey. Based on the officers' determination, we may engage Master McNeil or another group to assist us in step 8 of the action plan--selection of recommended names.

President Budnik commented that the nature of the upcoming survey will provide us with more definitive information on whether to move further.

No action required.

13.6.1 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.

The report of the Constituent Relations Committee was placed on the Consent Agenda. MOTION CARRIED.

13.6.3 Report of the Ad Hoc Affiliate Advisory Committee.
The report of the Ad Hoc Affiliate Advisory Committee was placed on the Consent Agenda. MOTION CARRIED.
13.6.4 **Report on Student Chapters and the Networks Program.**
The report on Student Chapters and the Networks Program was placed on the Consent Agenda. MOTION CARRIED.

13.6.5 **Progress report on internationalization.**
The progress report on internationalization was placed on the Consent Agenda. MOTION CARRIED.

Michael Dzwiniel said this item was dear to his heart. He said he worries about a backlash from U.S. members if we spend too much time and effort on this. He is also concerned about ASCD affiliation with educators in a country where human rights are not what we would like them to be. Gene Carter said that Hong Kong is an example of an affiliate that is moving into a nondemocratic arena.

Donald Young said we need to examine what we mean by “affiliate.” Alexandre Bouché, ASCD’s Director for International Development, is moving ahead in trying to define other relationships. Is this a task we should take on and is this the right time?

Joanna Choi Kalbus noted this discussion might be related to the agenda item on relationships with affiliates.

Doug Soffer commented that the question about relationships will be on the next Executive Council meeting agenda for an update and potential next steps. President Budnik said it is clear that ASCD is not focusing its international efforts to add new affiliates, which is a significant change.

Peyton Williams Jr. said he supports the previous comments and wants to extend thinking about the role of the Executive Council.

13.7 **Report of the Program Development Advisory Committee.**
Mikki Terry distributed copies of an overview of the Program Development Advisory Committee’s recent meeting. She said that Committee members looked at the latest marketing studies and did preliminary work on recasting of member benefits. They were concerned about how to support new teachers and how to bring more minority teachers into the system. Terry said the overview had raw data on the direction they are suggesting we go.

Leon Levesque asked about programs for teachers. Terry referenced findings from recent focus groups of local teachers. She reviewed plans for a proposed low-cost modified service to teachers. John Cooper asked about emphasizing *Educational Leadership on*
Tape, and Terry said it could be packaged into a school service. Raymond McNulty said he supported Cooper's suggestion about the use of EL on Tape.

No motion required.

13.8 Status report on Strategic Intelligence.
The status report on Strategic Intelligence was placed on the Consent Agenda. MOTION CARRIED.

13.9 Report on the Nominations Committee Training Session.
Immediate Past President Edward Hall provided background on the establishment of this training session. Three members of the Nominations Committee were unable to be present for this fall's one-day session. This committee selects ASCD's leadership, and the training facilitates development of a slate of candidates. He noted that some Committee members still had questions related to the governance structure. He said that in the future there will be a more balanced slate, and he doesn't believe that the chair will have to go to the Board of Directors in March 1999 to ask for more candidates, as has happened in the past.

Diane Berreth said that Hall did an excellent job. The Committee focused on procedures and suggested some changes to the candidacy forms. Members of the Nominations Committee plan to call each affiliate president to ask for at least one name submission, and she reminded Executive Council members to encourage the submission of nominations.

The Committee will send a list of recommendations to the Executive Council at its June meeting, again raising the issue of the number of members allowed to carry over from one term to the next. In the past they had recommended four carry-over members, but the Executive Council approved only three. Berreth said that there is very little "corporate memory" of this Committee's work because ASCD staff are not directly involved. Committee members spent time thinking about how to share information from one year to the next.

No motion required.

13.10 Progress report on the Strategic Plan.
The progress report on the Strategic Plan was placed on the Consent Agenda. MOTION CARRIED.

13.11 Report on relationships with affiliates.
This agenda item was discussed on Thursday, October 8.

13.12 Status report on ASCD's influence activities.
The status report on ASCD's influence activities was placed on the Consent Agenda. MOTION CARRIED.
13.13 **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.

14. **Review policy alternatives and adopt policies on appointment of standing committee chairs and on committee terms.**

President Budnik reviewed the policy alternatives. Diane Berreth said the key is policy 210.4, which is a response to a request from the Executive Council at its last meeting.

Edward Hall moved, and Robert Watson seconded, to adopt proposed policy 210.4 alternative, which reads as follows:

> The Executive Council appoints working group and advisory committee chairs for (a) two-year terms or (b) three-year terms. Appointments are based on demonstrated vision and leadership, plus qualifications specific to individual working groups and committees.

Berreth noted that this policy addresses chairs only. LeRoy Hay said that what is proposed in the alternative is whether the term is for two or three years. If we appoint someone and that person is not an effective chair, that person is there for all of those years. Ray McNulty asked if staff had a preference and whether the continuity is helpful. Berreth said that the current policy does allow for continuity and it has been successful.

John Cooper said that two separate issues were involved—committee membership and chairs. Hay said he wanted to speak in opposition, and he encouraged Council members to support the existing language because it retains flexibility to reappoint those who are effective. Donald Young supported Hay's remarks. Watson asked how we currently judge the effectiveness of the chair. Hay said there is no formal evaluation process. Peyton Williams asked whether it was recorded that the chair serves for a one-year period or continues for the duration of the Committee. Berreth said we have standard appointment letters for chairs and committee members that say it is a one-year term but the term may be extended.

President Budnik called for a vote on the motion to adopt 210.4. There were none opposed; the MOTION CARRIED. (Note: Policy 210.4 remains unchanged.)

Watson moved to affirm policy 210.2. Hay called for a point of order, saying that the only motion was to change. Watson withdrew his motion.

John Cooper moved, and Ed Hall seconded, to adopt policy 210.2 alternative, which reads as follows:

> 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 one full three-year term may not be reappointed to a fourth year.

Cooper asked what staff felt was most appropriate. Berreth said that the current policy is satisfactory. Williams asked if staff would consider it an intrusion to amend it with a sentence that limited the term of the chair. Berreth said 210.2 referred to committee members only and that 210.4 referred to chairs only. President Budnik called for the vote. There were 0 votes for the motion; the motion was defeated.

15. **Status report on Success for Schools pilot project.**
The status report on Success for Schools pilot project was placed on the Consent Agenda. MOTION CARRIED.

16. **Adopt recommendation for 2007 Annual Conference and Exhibit Show site.**
Mikki Terry reviewed the staff’s recommendation to hold the 2007 Annual Conference in Anaheim, which was developed according to the criteria outlined by the June 1997 Executive Council.

Leon Levesque moved, and Peyton Williams seconded, to approve convening the 2007 Annual Conference in Anaheim. MOTION CARRIED.

17. **Adopt 2000 Annual Conference theme and strands.**
President-Elect Joanna Choi Kalbus distributed copies of the 2000 Annual Conference theme, “Celebrating Education: Leading the Way in the New Millennium,” and strands. She said the Annual Conference Committee is still looking at possible keynoters.

Leon Levesque moved, and Peyton Williams seconded, to adopt the 2000 Annual Conference theme and strands. MOTION CARRIED.

18. **Report on Professional Development initiatives.**
The report on Professional Development initiatives was placed on the Consent Agenda. MOTION CARRIED.

19. **Progress report on National Council for the Accreditation of Teacher Education (NCATE) collaboration.**
President Budnik revised the order of the agenda items so that this item was the last one discussed on Wednesday.

20. **Report on Learning First Alliance (LFA) collaboration.**
The report on the LFA collaboration was placed on the Consent Agenda. MOTION CARRIED.
21. **Adopt recommended Executive Council calendar.**

   Gene Carter reminded the Executive Council members that they had already approved the location for their 1999 international visit (Israel). We are looking at the middle of October as a tentative date for the visit. The Council will see recommendations and rationales in March for the 2000 international visit. President Budnik said that having an affiliate in a particular area is not necessarily a requisite; we are interested in establishing relationships, and this is thinking that was reflected by the Commission on Internationalization. Doug Soffer said that any recommendation assumes a base of operations in that area.

   John Cooper moved, and Robert Watson seconded, to adopt the recommended Executive Council calendar. MOTION CARRIED.

   Bonnie Benesh referred to goal two of the Strategic Plan. Francine Mayfield said that Hay's comments bring back the point that the concern of affiliates needs to be addressed again. She looks forward to the Governance Evaluation Commission’s report in March because it is an issue inherent in everything we’re doing. Soffer said that the Executive Council had developed a historical position paper a few years ago and that he will distribute a copy of that document.

19. **Progress report on National Council for the Accreditation of Teacher Education (NCATE) collaboration.**

   Mikki Terry said the background information on the collaboration was part of the notebook material. She said that the four collaborating organizations have made significant progress in working with universities. Other organizations are not quite as certain about an obligation to the profession. Gene Carter held a meeting and reminded the organization representatives of their professional obligations. We are at the point where we are proposing some transition plans. We have to figure out how to continue this collaboration and whether we will be able to modify the process so that other organizations can support it.

   Peyton Williams asked whether AAHE participated. He said we must look at the organizations that are in the process of walking away because many of our members belong to these organizations. We need a more in-depth discussion of this issue.

   Carter said that of the four collaborating organizations, two (ASCD and NAESP) are committed to continuing the effort. Without the leadership of Agnes Crawford and Honor Fede, the collaboration would have dissolved. NCATE has provided minimal leadership. Following conversations with ELCC representatives and internal staff, Carter asked Crawford to design a transition plan reflecting ASCD's continued commitment to the project. The document will include a communication plan and structure for continuing the effort with only two organizations.
President Budnik said that further discussion of this agenda item would take place Thursday morning. He adjourned the meeting at 4:35 p.m.

Thursday, October 8, 1998

CALL TO ORDER

President Tom Budnik reconvened the meeting at 8:00 a.m. He acknowledged Frank Betts’s and Mikki Terry’s new positions at ASCD.

19. Progress report on National Council for the Accreditation of Teacher Education (NCATE) collaboration.

There was no further discussion of this agenda item. No motion required.

13.11 Report on relationships with affiliates.

Joanna Choi Kalbus said that in March 1995 the Executive Council recommended that the President-Elect use a standing agenda item to update the Council about relationships with affiliates. She is looking at the President-Elect’s role, and she invited Council members to revisit the intent of this recommendation and to advise her on the role the President-Elect should play. She made two observations: (1) Doug Soffer has brought a more systems-approach focus to Constituent Relations, recognizing that it is both an intra- and interdepartmental effort within ASCD; and (2) affiliate relations are part of a larger systemic issue that includes governance and internationalization. Kalbus reminded Council members of the earlier conversations on the need to reconceptualize the affiliate structure. It is appropriate for the Executive Council to deliberate and set policy direction on this.

Council members who had attended Regional Meetings were then invited to share their experiences.

President Budnik said that he and John Henderson convened a meeting with ASCD members in West Virginia to explore strategies for reinvigorating what was perceived to be an at-risk affiliate. Fifty people attended this meeting, including the former affiliate officers. Budnik said that Henderson led attendees in an activity that focused on the state’s issues and how an ASCD affiliate could address them. President Budnik also said he talked about how ASCD can help West Virginia ASCD become alive and well again. A core group of 10 or 11 people met with Henderson at the close of the meeting to discuss strategies for rebuilding the affiliate.

Robert Watson reported on his attendance at the Northeast Regional Meeting in Portland, Maine, and emphasized the importance of relationships. If the relationship is not strong, communication problems can result. He commended Henderson’s relationship with the Northeast affiliates. Watson identified similarities across affiliates, including revitalizing the membership, getting more educators involved, distance between affiliates, and
redefining the role of affiliates and ASCD. They spent time discussing governance and the name change. Watson suggested that perhaps we could find other ways to engage members beyond the Board of Directors meetings. We need to plan appropriate time slots for agenda items. Carter referenced Henderson’s rotation onto the Executive Director’s Leadership Team. He said that each regional director will report to this team on their respective regional meetings and to determine appropriate follow-through.

LeRoy Hay reported on the Northwest Regional Meeting and also identified similarities: ailing, smaller affiliates; distance between affiliates; and concern about advertising competitors’ conferences. Hay suggested that ASCD not only celebrate the success of large affiliates but also identify models that smaller affiliates can relate to. He noted that half of the people at the meeting were there for the first time, and he shared four specific concerns:

1. There is a very strong feeling that when we advertise for members there is no reference in the ads to the fact that affiliates exist. We should recognize their existence in our advertising. President Budnik commented that after people join they do get a note about joining the affiliates. He suggested that a line about joining an affiliate be added to the original application forms. Carter said we should look at all of our promotional vehicles to make sure this is attended to.

2. There is the perception that ASCD is “way out there” in Alexandria—has there been discussion about having an office on the other side of the country? President Budnik said this idea had been discussed previously. Carter reviewed discussions about having someone based outside of the United States. As we look to the future, we will still examine the organizational structure to see if there are ways we can be even more effective. Hay asked if this would be discussed at the governance level. Carter said we might wait for ideas from Doug Soffer’s efforts to rethink the role of the regional director and how that may be influenced by geographical proximity.

3. There were concerns that ASCD does not ask for evaluations of presentations made by staff or officers. Doug Soffer said that we receive no feedback on affiliate resource speakers. Carter said we can look at using the model used for annual conference or PDI presenters for these presentations.

4. Hay shared a statement he heard that when we look for committee members we should reach out to affiliates because they have members who are active and involved. Diane Berreth noted that the Nominations and Issues Committees members are solicited directly from the Board of
Directors via mail. The regional directors are also an important source of information. Qualifications for committee membership might sometimes fall outside of the field of education, but we can further encourage affiliates to participate in the opportunities they already have.

John Cooper asked why our competitors advertise in *Educational Leadership*. Mikki Terry said that staff members have talked about this for the last two and a half years and have expressed concern over implied endorsement and whether we have an obligation to keep our members informed of other conferences. Cooper said that New York ASCD members were upset over the selection of someone to a committee with no input from them, which caused some internal strife. The affiliate wants to help and would like to have that chance everywhere possible.

Watson asked if committee vacancies could be listed on the ASCD web site; Melody Ridgeway replied that it could be done. Bonnie Benesh reminded Council members that not all committee membership should come from affiliates because that would not be representative of the entire membership; at-large members should be represented as well.

President Budnik said he and Michael Dzwiniel both attended the Southwest Regional Meeting in Hawaii, where he also heard discussion about the resource speakers. Regional Director Barry Amis did a great job facilitating the meeting. Dzwiniel said he appreciated the opportunity to visit the Southwest group. He said it’s very important to keep strong lines of communication open with them because fortunes can change overnight, and he cited Hong Kong ASCD as an example. Distance between the affiliates is a stumbling block. They appreciated President Budnik’s attendance because it indicated that ASCD cared about them enough to send the President. He said that Barry Amis handled the meeting masterfully. There was a hint of a perception of “big brother” behavior from ASCD because affiliate members want to be involved as much as possible.

Budnik said that Amis provided a cultural experience for them during the regular meeting time. Dzwiniel said he also had an opportunity to meet with Don Young at the University of Hawaii. As a result of this and other meetings, he has thought of several ways ASCD could assist classroom practitioners, especially high school teachers, including (1) developing a short version of *Educational Leadership*, (2) pushing *Educational Leadership on Tape*, and (3) thinking about what to do for high school teachers with many years of service—perhaps by focusing on the philosophical side of the subject and on the dire straits of high school teachers. But perhaps the best service we could provide to these high school teachers would be to provide them with models and examples of how the good ideas that surface from ASCD programs, products, and services can be integrated into the subject area—something designed for the classroom practitioner. This is a good way to influence classroom teachers and to “forge covenants for the success of all learners.” Dzwiniel challenged Executive Council members to use these ideas as a
springboard to develop ways to better serve teachers. Carter said these ideas have potential implications for the new Project Design Center at ASCD.

Benesh said that as a change consultant, she watched Michael Dzwiniel model what happens when organizational change happens, which is that one's belief system changes and one becomes open to new thinking. She complimented Dzwiniel on the depth of his thoughts about this idea.

Leon Levesque asked if we could formalize the development of written reports of the regional meetings. It would also be helpful to clarify the process for following up on suggestions. President Budnik said it shouldn't be a problem to develop these written reports. We have a record of this discussion in the Executive Council meeting minutes. Levesque asked who makes the final decision to act on the responses. President Budnik said that the Executive Council could make formal motions on some of the suggestions.

Raymond McNulty said that he supports the idea of a written report but that it should include information on what is working and what the strengths are and not just concerns. The reports should be balanced. He noted that he and President Budnik will attend another regional meeting and said that he will share a copy of a written report with Executive Council members before their March meeting.

Doug Soffer referred to the evaluation form used after last year's regional meetings, which should have been distributed for the regional meetings. He reminded Council members that the regional directors have a responsibility to manage these partnerships with affiliates, particularly in terms of next steps. Bettye Bobroff agreed but added that the Executive Council should ensure that staff doesn't take action in different directions. Soffer said staff struggles with continuity both in dealing with affiliate members who revisit old issues and in dealing with affiliate members new to the complexity of ASCD.

Hay shared information on his attendance of the second Ad Hoc Affiliate Advisory Committee meeting. Committee members put together a series of four strategies with specific activities and a time line to address some of the issues raised at this meeting (e.g., strong and weak affiliates and the role of Council members). The group represented affiliates from the largest and strongest to the smallest, and they put together a plan that was intended to address the concerns of all. Not every affiliate has a need for everything that is in the plan. Committee members felt that the strategies would strengthen the relationships between ASCD and affiliates. President Budnik acknowledged this honest attempt to become more collaborative.

Benesh said that by receiving the report the Executive Council approves the strategies. We support the ideas in the report, but they are not exclusive. There are other good ideas that should be included as well. She said that both the Ad Hoc and Constituent Relations
committees serve as filters for discussing many of these concerns, and these reports should be shared to help provide feedback.

Soffer said that the ad hoc group is about working better with affiliates. The Strategic Plan provides tremendous potential for working together. Carter said he would like to see ideas from the Hong Kong affiliate. There have been significant changes on the governmental side that provide a new set of constraints. They are struggling to maintain affiliate status. Teachers are not inclined to invest limited resources in memberships. We will have to be much more imaginative than we have been in forging relationships, and the template we have traditionally used for a model affiliate will have to be revisited. The Ad Hoc Affiliate Advisory Committee was not a standing committee, and its work was meant to deal with shorter-term concerns.

Joanna Choi Kalbus said she intends to build on this process as she prepares for the next Affiliate Leadership Conference. At the Board of Directors’ annual meeting, the affiliates seemed more interested in the policy direction of ASCD. We need to engage in further dialogue about governance structures and other issues.

Soffer said this is the difficult part of governance but that we have to look at how we can work with affiliates to accomplish our goals. The Constituent Relations Committee is a broad group. It’s very helpful for people to come and talk about activities because we need advice and suggestions on working together around the governance issue.

Peyton Williams Jr. said this conversation indicates that the Council should spend time at its next meeting discussing some of these issues related to governance and internationalization. We need to bring closure to these issues. We need a process of having the Executive Director identify the major policy issues that need closure.

Carter said that he sees the work of the ad hoc and the Constituent Relations committees, the work that takes place at the regional meetings, and the staff work led by the regional directors and others as opportunities to provide input into policy, but that none is about policymaking. The Executive Council is the policymaker. In those settings we confuse the policymaking arena with problem fixing. We must help the groups understand what their work is about. Carter said he doesn’t see an ad hoc committee member or an ALC participant superseding the role that the Council members play in providing guidance to staff. The Council represents the Board when the Board is not in session.

Benesh said she supports this. We must continue to think about the Council’s role. There is a desire to be on the action side of things. We have some policies that in the near future may not allow us to go places organizationally. She said she would like for the Council to think about this role, and not to generate strategies, because staff does this.
McNulty said it would be helpful to see the difference between common cause and special cause problems. This Council needs to act on common cause problems, but what it hears is often regional. The Council needs to help ASCD and the affiliates define their relationship because, although they represent only 40% of the total membership, they are ASCD’s most active members.

McNulty moved that the officers of the Association appoint a committee, makeup to be determined by them (the officers), to study and review the policy implications of the constituency/affiliate structure of ASCD to determine if and how it fits the further direction of the Association. Benesh seconded the motion. Donald Young asked whether the proposed committee would make recommendations. McNulty said we need to study the current structure.

Williams spoke in opposition to the motion because it is a short-term, quick fix for a serious initiative that is already embedded in the work of the Governance Evaluation Commission (GEC) and it has constitutional implications. He said he is also opposed to the officers appointing this committee. After the final GEC report is made, the President-Elect could appoint a committee. A motion as significant as this ought to have some input from the Executive Department before we get into micromanagement. Ed Hall said that he also has problems with the motion. He asked how this will play into the work of the GEC. He said we have an on-going process to look at both structures and policies. The President should make the appointment, not the officers.

Diane Berreth said that the GEC meets again in November to review feedback from the Board with a slowed-down time line for the Board to fully consider any proposed constitutional changes. She noted that the GEC is charged with studying the impact of the 1993 Governance and Membership Participation Panel Report, and the Executive Council and the officers can establish working groups at appropriate times.

McNulty said he had no problem with who appoints the committee; the motion can be amended. This would be a focus group that would take a look at affiliate and constituent issues to make sure they are being looked at. Affiliates are the worker bees of ASCD. He doesn’t think the GEC’s work covers this.

Williams said that the GEC’s work might not address this particular motion. The implications are strong and far reaching. In addition, staff members have heard all of the discussion today and can come back to the Council with a plan of action in March. That alone is sufficient at this time until the GEC report is approved or disapproved.

Benesh and Dzwiniel commented on the need for the GEC to be imaginative in thinking about recommendations for new structures. Hall said the GEC’s work could be broadened to focus on the motion’s intent: studying policy and structure.
Williams noted that the President-Elect is in favor of the motion but respectfully suggested that if this is done, it should be made a part of the GEC’s work so that any additional members would be appointed by the President-Elect because it would be under her presidency. He said he has reservations about the process because we already have staff in place to work with affiliate relations. With the Executive Director’s direction, staff can address many of the concerns and issues discussed today. The bigger issue is much too important to just bring in another committee. The GEC meets in November and will have a report in March. You will have major confusion with this report and another report.

Berreth commented that the GEC is chaired by the sitting president. She then reviewed the current GEC participants.

McNulty said that the motion didn’t include when the committee should report back. It was not made to sidetrack the GEC but to provide a different level of thinking and a different approach. He knows that staff will take it the way it is meant—to be serious about having other membership take a look at these issues. Timing and constitutional issues will get worked out.

Benesh expressed concern that the GEC has had trouble moving forward in its work for a variety of reasons. Its actual structure creates a problem because it is made up of only affiliates, but this is not the only way it will operate in the future. If this body can help apply some leverage to this group about future structures, it will help to bring our Association to a new level. Leon Levesque also spoke in opposition to the motion.

Benesh called for the question, and Robert Watson seconded the call for the question. President Budnik called for a vote on the call for the question, and it passed. President Budnik then called for the vote on the motion. There were seven in favor of the motion; eight against. The motion was defeated.

Hall said that staff should bring back a synthesis of concerns discussed today and determine whether current policy hinders their resolution. Levesque noted that the standing Constituent Relations Committee has a role to play and should be considered for input on policy changes.

McNulty suggested that we give thought to those members who are not a part of affiliates; committees should have representation from them. We must have a body that is not affiliated only with the affiliate structure.

Carter said he had heard sentiments about staff synthesis from a variety of sources about policy. We should expand the CRC’s work, being cognizant of the fact that it is broader than just affiliates. Expectations should be clear. Cooper said the Council should remember who we are—we act as a board. We have given the staff no charge.
President Budnik assured Executive Council members that the content of this discussion and the sentiments and concerns expressed would propel us toward the GEC meeting in November. The substance of the discussion would influence the discussion of the GEC.

Watson reminded everyone that the GEC was still open to suggestions.

President Budnik expressed appreciation to Soffer and his staff for their preparation of this meeting and said this had been a rich experience. Levesque asked about Alexandre Bouché's function in attending these trips. Carter said we were making plans to include him in future meetings of this group but we still had some organizational details to work out.

Kalbus said that with a new President-Elect coming on board in March, she still has questions about the role that the President-Elect should play in reporting on the affiliate relationship. She still needs direction. Hall said it doesn't mean the President-Elect has to have constant contact. That person is charged with meeting with representatives of that body and reports on ongoing activities. Kalbus commented that the agenda item should be worded differently. President Budnik said that the President-Elect's name on this report indicates that the President-Elect has communicated with Doug Soffer.

Mikki Terry distributed copies of a newsletter published by the Australian Council for Educational Administration. Soffer distributed copies of an evaluation form for the Singapore visit, which he requested be turned in to him by the next morning.

President Budnik called for any additional agenda items. He reminded Council members that any new agenda item would require a two-thirds majority vote and was not debatable.

Robert Watson moved, and LeRoy Hay seconded, to have the Executive Council meet without staff directly after today's session to discuss issues related only to Council members. President Budnik called for a vote; there were 14 votes in favor and one abstention. MOTION CARRIED.

President Budnik reviewed the schedule for the next morning, saying that a debriefing session would be followed by the process observations. He adjourned the meeting at 2:00 p.m.

Friday, October 9, 1998

CALL TO ORDER
President Budnik reconvened the meeting at 9:00 a.m. The meeting was devoted to a debriefing session and to hearing process observations.
Debrief of international program.
Doug Soffer outlined the structure of the debriefing session. Council members spent time on individual review, followed by small-group discussions and reporting and then by time for closure.

President Budnik and Doug Soffer thanked Betsy Lim and the other members of Singapore ASCD for providing the Council with a memorable experience.

Bettye Bobroff said that President Budnik led the Council masterfully with passion and purpose, graciously allowing everyone to speak and never cutting anyone off. On Wednesday we began our session with heavy lids and low energy, but we gathered steam. There was a not a balance of participation on Wednesday. Responses were thoughtful and articulated with kindness. There was lots of laughter and congratulatory remarks to the staff, which reflected a group that mixes business and pleasure. Participants showed respect for one another. Sidebars were observed, but those sidebars were of encouragement. This group should applaud itself for having the shortest executive session in history. Based on remarks made yesterday, we should give some thought to where the executive sessions might be better placed before we meet in March so that new people might not feel excluded. On Thursday, Bobroff observed comments that indicated an alert group, but negative body language reached a new high during the affiliate relationship discussion, which was indicative of a lack of support for what was being said.

Council members need to think about what is observed personally. We spent two hours on this topic, and although a vote was taken, no victory was celebrated. Sidebars did occur but because the President asked people to share, this kept other sidebars from occurring. Sheer volume of discussion created more balanced participation, but we still had those among us who spoke more. Bobroff applauded Doug Soffer for facilitating the activities. Working in small groups is an effective way to deal with learning. Suggestion for the group process: make sure you have someone from school groups as a part of it. Small-group reporting was succinct, and it was a most productive morning. Gifts were a nice touch--both on the receiving and giving ends.

How do we make the work of each Council member a balanced team effort? We must leave personal agendas at the door. We sometimes leave best learning practices and effective leadership and teaming skills at the door. As we work on these we’ll become a more effective Executive Council.

President Budnik said the process observations for the meetings of the Executive Council during his tenure have been excellent. He really appreciates them because it gives us time to seek ways to improve these deliberations.

Bob Watson moved, and Sharon Lease seconded, to adjourn the meeting. MOTION CARRIED. President Budnik declared the meeting adjourned at 11:00 a.m. GRC/bdr