EXECUTIVE COUNCIL MEETING MINUTES

June 18-19, 1999
EXECUTIVE COUNCIL MEETING
June 18-19, 1999
ASCD Headquarters
1703 North Beauregard Street
Alexandria, Virginia

ATTENDING
Joanna Choi Kalbus, President (CA); LeRoy E. Hay, President-Elect (CT); Thomas J. Budnik, Immediate Past President (IA); Bettye Bobroff (NM); Martha Bruckner (NE); John Cooper (NY); Michael Dzwinski (Alberta); Sharon Lease (OK); Leon Levesque (ME); Francine Mayfield (NV); Andrew Tolbert (AR); Robert Watson (SD); Sandra Wegner (MO); 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, Operations; Jay DeFranco, Controller; Mikki Terry, Associate Executive Director for Program Development; Melody Ridgeway, Assistant Executive Director for Information Systems and Services; Douglas Soffer, Assistant Executive Director for Constituent Relations; and Becky DeRigge, Executive Coordinator.

Friday, June 18

Call to Order
President Joanna Choi Kalbus called the meeting to order at 8:35 a.m. on Friday, June 18.

1. President’s remarks.
President Kalbus thanked Executive Director Gene Carter for arranging the Executive Council’s attendance at the National Teachers Hall of Fame reception and dinner at the Kennedy Center on Thursday, June 17. Kalbus reviewed what she had learned from the four previous ASCD presidents.

President Kalbus asked the three new Executive Council members (Martha Bruckner, Andrew Tolbert, and Sandra Wegner) to share information on Thursday’s New Council Member Orientation session. Bruckner, Tolbert, and Wegner thanked the officers and ASCD staff for their assistance and said that ASCD practices what it preaches and models organizational behaviors they would like to use in their own organizations. They have a new appreciation for the “nuts and bolts” work that staff contributes. The new members shared a song about their experiences at the orientation session.

Carter distributed a packet of handouts related to various agenda items. He then shared information from ASCD’s legal counsel on proposed recommendations relating to constitutional changes. Executive Council members received copies of this information later in the day.
2. **Appoint a process observer.**
President Kalbus reviewed the “norms of collaboration” introduced by Art Costa at the Executive Council’s March 1999 meeting. She appointed Francine Mayfield and John Cooper as process observers for the June meeting. Kalbus noted that each Council member would be asked to share comments at the end of the meeting.

No action required.

3. **Establish the Consent Agenda.**
President-Elect LeRoy Hay moved that the following agenda items be placed on the Consent Agenda: 4, 7, 8, 17, 18.1, 18.4, 18.7, 18.8, 19, 22, 25, 27, 28, 30, 31, 32, 33, 34, 36, and 37. Hay reminded Council members that they could request the removal of any of these items from the Consent Agenda. John Cooper commented that the agenda items related to the 1999 Annual Conference and Affiliate Leadership Conference should be discussed. Hay said that the motion was not debatable and that Council members should identify those items on the list they wished to comment on. Immediate Past President Thomas Budnik seconded the motion.

Michael Dzwiniel said he would comment on item numbers 7, 18.8, 22, and 25. Budnik noted he would have comments on 28 and 32. Donald Young requested that item 25 be removed from the Consent Agenda and that he would comment on item 30. Bettye Bobroff said she would comment on item 28. Leon Levesque requested that item 22 be removed from the Consent Agenda. President Kalbus called for the question and the MOTION CARRIED. (Items 4, 7, 8, 17, 18.1, 18.4, 18.7, 18.8, 19, 27, 28, 30, 31, 32, 33, 34, 36, and 37 were placed on the Consent Agenda.)

President Kalbus changed the order of several of the agenda items. She noted that item 18.9 had been removed from the agenda at the request of the submitter.

Hay said he would like to add two items to the agenda: (1) to consider corporate sponsorship for conference speakers and other activities, which will become 25.1, and (2) to formalize the Executive Council representation on the Budget Committee, which will become 17.1. Both proposed items received the two-thirds vote required for addition to the agenda.

Carter said that Jeremy Rifkin was unable to participate in the professional development activity scheduled for later in the afternoon.

4. **Approve the March 1999 Executive Council meeting minutes.**
Adoption of the March 1999 Executive Council meeting minutes was placed on the Consent Agenda. MOTION CARRIED.
Robert Watson moved, and Thomas Budnik seconded, to move into Executive Session at 9:15 a.m. MOTION CARRIED.

(Items 5 and 6 were discussed in Executive Session, items 7 and 8 were placed on the Consent Agenda, and items 9, 10, and 11 were also discussed in Executive Session.)

Bettye Bobroff moved, and John Cooper seconded, to return to Open Session at 11:45 a.m.

12. **Demonstration of Educational Leadership CD-ROM.**
   Staff members Jamie Sawatzky and Jeff Rupp demonstrated the content and navigation of this ASCD product. No action required.

13. **Status of FY 99 actual results compared to budget as of March 31, 1999.**
   Jay DeFranco shared information on the status of the FY 99 actual results compared to the budget as of March 31, 1999. He noted that a glossary of terms is being developed to enhance understanding of financial terminology. No action required.

14. **Projected FY 99 actual to budget.**
   Jay DeFranco led a discussion of the information on the projected FY 99 actual results compared to the budget. Leon Levesque said he appreciated the staff’s efforts to meet the projections. No action required.

15. **Status report on the investment portfolio.**
   Jay DeFranco shared information on the rate of return on managed investments since April 1999. Leon Levesque suggested including information in this report on assets that could be called up if necessary. No action required.

16. **Authorize FY 2000 budget for transmittal to Board of Directors for approval.**
   Frank Betts noted that the budget had been adjusted since the Executive Council and the Board of Directors reviewed it at their March 1999 meetings. Executive Director Gene Carter said a narrative explaining the changes will accompany the budget when it is sent to the Board of Directors for approval later in the summer. Leon Levesque moved, and Sharon Lease seconded, to transmit the FY 00 budget to the Board of Directors for approval. MOTION CARRIED.

17. **Report from Executive Council liaisons on the work of the Budget Committee.**
   The report from the Executive Council liaisons on the work of the Budget Committee was placed on the Consent Agenda. MOTION CARRIED.

17.1 **Formalize Executive Council representation on the Budget Committee (new agenda item).**
   LeRoy Hay moved, and Robert Watson seconded, that “Two members of the Executive Council serve as liaisons to the Budget Committee. The liaisons serve
two-year staggered terms. The President-Elect appoints a replacement for the outgoing liaison at the Council meeting at the Annual Conference.”

President Kalbus called for a vote; there were 14 in favor, none opposed, and one abstention. MOTION CARRIED.

18. Reports

18.1 Update on Strategic Information initiative.
The update on the Strategic Information initiative was placed on the Consent Agenda. MOTION CARRIED.

18.2 Report on relationships with Affiliates.
Donald Young commended Douglas Soffer and his staff for reporting the sentiments of the affiliate executive secretaries and directors. He said he hopes to receive a report on the issues raised by the executive secretaries and directors at the Council’s fall meeting.

Bettye Bobroff moved, and Francine Mayfield seconded, to commend Douglas Soffer and his staff for their outstanding work in this area. MOTION CARRIED.

18.3 Appoint Executive Council representation at regional meetings.
Michael Dzwiniel noted that the Executive Council representatives should spend time with the regional directors before the meetings. Bettye Bobroff will attend the Northeast meeting and John Cooper will attend the Northwest/Southwest meeting. President Kalbus appointed Francine Mayfield to attend the Southeast meeting. No action required.

18.4 Report on the Affiliate Executive Secretaries/Directors Meeting.
The report on the Affiliate Executive Secretaries/Directors Meeting was placed on the Consent Agenda. MOTION CARRIED.

18.5 Approve the report of the Governance Evaluation Commission (GEC).
Immediate Past President Thomas Budnik said that members of the GEC presented solid and well-documented recommendations. He noted that the Board of Directors’ evaluations were very positive. Diane Berreth distributed copies of an article published by *The Chronicle of Philanthropy* on the recent trend to restructure nonprofit boards.

President Kalbus thanked Berreth for her assistance to the GEC. Robert Watson shared comments on his experiences as a member of the Commission. Leon Levesque moved, and Robert Watson seconded, that
"WHEREAS, the Governance Evaluation Commission was charged by the Executive Council in November of 1996 to study the effects of the 1993 Report of the Governance and Membership Participation Panel; and

WHEREAS, the Governance Evaluation Commission has engaged in open consideration of facts and ideas and involved affiliates and the Board of Directors in deliberations for its report to the Executive Council;

RESOLVED, that the Executive Council receive and approve the 1999 Report of the Governance Evaluation Commission."

MOTION CARRIED.

18.6 Establish the Constitutional Review Committee (CRC).
Diane Berreth commented that the CRC will meet in the next few months to develop two sets of recommendations to the Board of Directors: one that will include the Governance Evaluation Commission's recommendations and one that will exclude those recommendations. She reviewed the list of proposed members of the CRC appointed by President Kalbus. No action required.

Executive Council members participated in a professional development activity led by Charles Haynes of the First Amendment Center of The Freedom Forum.

President Kalbus adjourned the meeting at 5:30 p.m.
Saturday, June 19
(Immediate Past President Thomas Budnik was unable to attend.)

Call to Order
President Kalbus called the meeting to order at 8:30 a.m. on Saturday, June 19. She presented a small gift to the new members of the Executive Council. Kalbus also distributed copies of a booklet entitled *The Future of the SAT Program*, published by The College Board.

18. Reports (continued)

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

18.8 **Status report on strategic alliances.**
The status report on strategic alliances was placed on the Consent Agenda. MOTION CARRIED. Michael Dzwiniel commented that he hoped to see ASCD participation in programs similar to the National Teacher of the Year and Blue Ribbon Schools in countries outside of the United States. Gene Carter said we would need to determine if similar programs exist and then determine under what circumstances the organization would participate. He said we could use ASCD’s affiliate base as a source to determine the existence of similar programs.

Diane Berreth distributed several replacement pages to the Council’s agenda notebook material on this item. No action required.

18.9 **Review executive directors/secretaries’ request for study.**
(This item was removed from the agenda at the request of the submitter.)

19. **Evaluation of Board of Directors and Business meetings.**
The evaluation of the Board of Directors and Business meetings was placed on the Consent Agenda. MOTION CARRIED.

20. **Adopt attendance policy for governance meetings (discussed on Friday).**
LeRoy Hay introduced a substitute for the motion proposed in the notebook material. The language for that substitute motion is as follows:

"211 **Attendance at Governance Meetings**

ASCD members elected or appointed to ASCD governance positions, standing committees, or working groups are expected to participate in all scheduled meetings of the governance group to which they are appointed or elected. Should a member miss two consecutive meetings of the group, the chair of the group (or
the chair’s designee) contacts the individual to discuss the member’s ability to fulfill the remainder of the term.

If it is determined that the individual will not be able to meet the attendance responsibility, the individual may be replaced.

211.1 The replacement of an individual who has been appointed to a standing committee or a working group is the responsibility of the officers.

211.2 The replacement of an individual who has been elected to a governance position by the Board of Directors or the membership-at-large is the responsibility of the Executive Council.

211.3 The replacement of an individual elected or appointed to a governance position by an affiliate is the responsibility of the affiliate.

211.4 The replacement of officers is provided for in policy 205.”

John Cooper moved, and Bettye Bobroff seconded, to adopt the substitute motion. Donald Young moved, and Peyton Williams seconded, to amend 211.1 by substituting the word “president” for “officers.” President Kalbus called for a vote on the motion to amend, which resulted in 7 votes in favor, 6 opposed, and 1 abstention. The MOTION TO AMEND CARRIED.

Michael Dzwiniel moved, and John Cooper seconded, to amend 211.3 by adding the word “president” after “affiliate.” After discussion, President Kalbus called for a vote, which resulted in 0 votes for the amendment. The MOTION TO AMEND DID NOT CARRY. President Kalbus then called for a vote on the original motion as amended by Young’s motion. MOTION CARRIED.

21. Review committee appointment nomination process.
   No discussion; no action required.

22. Review process for nominating candidates for elections.
   Melody Ridgeway reviewed steps that are currently in place to avoid any problems in the election process. Diane Berreth said she would ask members of the 1999-2000 Nominations Committee to review information requested from the candidates that is distributed with the election ballots.
LeRoy Hay moved, and Robert Watson seconded, that the retiring member of the Review Council be presented with a gift of recognition similar to what is presented to the retiring Executive Council members.

Peyton Williams Jr. moved, and John Cooper seconded, that the appropriate committee also ensure that the tokens of appreciation given to the retiring officer and Executive Council members be “scaled up.” After discussion, Executive Council members determined that the Executive Director could use his discretion on the appropriateness of the gifts. Cooper withdrew his second, and Williams withdrew his motion.

President Kalbus called for a vote on Hay’s motion. MOTION CARRIED.

23. **Adopt Issues Committee recommendations for revisions to What We Believe (ASCD positions).**
Diane Berreth reviewed minor corrections on the distributed replacement pages to the booklet material. Francine Mayfield suggested adding a statement to the preface of the booklet indicating that even though a position was retired because it was superseded by law, ASCD still had a position. Michael Dzwiniel asked for clarification on “whose law” when we indicate that a position was superseded by law. Berreth will ask the Issues Committee to clarify this statement.

LeRoy Hay reminded Council members that concerns about wording of the positions should be directed to members of the Issues Committee.

Michael Dzwiniel moved, and Donald Young seconded, to reject the Issues Committee’s recommendation to combine the positions on funding and research. MOTION CARRIED.

Peyton Williams Jr. moved, and Michael Dzwiniel seconded, to reject the Issues Committee’s recommendations to retire the position on Child Abuse and Neglect because it was superseded by law. After discussion, Dzwiniel withdrew his second and Williams withdrew his motion.

Peyton Williams Jr. moved, and Sharon Lease seconded, to reject the Issues Committee’s recommendation to retire the positions on Child Abuse and Neglect, Gender Equity, Institutionalized Persons, Native American Schools, and Tobacco in Schools. (Note: the Issues Committee’s rationale to retire these positions was that they were superseded by law.) MOTION CARRIED.

John Cooper moved, and Leon Levesque seconded, to adopt the remaining Issues Committee recommendations. MOTION CARRIED. Dzwiniel said the Committee should address the “U.S. in nature” language in the various positions. LeRoy Hay suggested that this language may have resulted from the transition from resolutions to issues and that the Issues Committee should address this in the preface of the booklet.
Diane Berreth said that Executive Council’s task is to determine which of the Committee’s recommendations it chooses to adopt, and these choices will frame the next edition of What We Believe. Dzwiniel commented that the Issues Committee should determine whether these statements are positions, issues, or philosophical questions. Gene Carter said this question will be presented to the members of the Committee.

Berreth noted that the Constitutional Review Committee will also examine constitutional language related to issues and positions for consistency.

24. **Adopt proposed action plans on new ASCD positions.**
Diane Berreth noted that a progress report on these action plans will be presented to the Executive Council at its March 2000 meeting. LeRoy Hay moved, and Leon Levesque seconded, to adopt the proposed action plans. Martha Bruckner suggested revising the strategy language in Goal 1 of the Educator Quality and Responsibility action plan by expanding the word “teacher” to include other groups as well. Michael Dzwiniel said ASCD should develop a definition of the broader term selected because there are so many definitions worldwide. Donald Young commented that ASCD should examine different ways, including listservs, to involve the Affiliates and to be more proactive. Gene Carter cited ASCD’s work with the Learning First Alliance as an example of engaging the Affiliates. Bettye Bobroff said ASCD should publish those instances of Affiliate involvement.

President Kalbus called for the vote, and the MOTION CARRIED.

25. **Evaluation of 1999 Annual Conference.**
LeRoy Hay said he had met with the officers and the Executive Director to discuss the Council’s recommendations for the 2000 Annual Conference that were made last March. He reviewed highlights from that discussion. No action required.

25.1 **Discuss corporate sponsorship for conference speakers and other activities (new agenda item).**
LeRoy Hay commented that previous leadership groups had discussed not doing this. Gene Carter said we need a set of criteria that recognizes ASCD’s unique conference attendees and their expectations. Executive Council members agreed that ASCD should explore possible corporate sponsorship for speakers and other activities within certain parameters and with a set of appropriate criteria. No action required. Sharon Lease cautioned against “advertising.”

26. **Review potential Annual Conference sites for 2008 and authorize staff to seek proposals from western sites.**
Leon Levesque moved, and Donald Young seconded, to authorize staff to seek proposals from western sites for the 2008 Annual Conference. MOTION CARRIED.
27. **Provide input on topics, issues, and consultants for 2000-2001 Program Development initiatives.**
   The request for input on topics, issues, and consultants for 2000-2001 Program Development initiatives was placed on the Consent Agenda. MOTION CARRIED. Mikki Terry reminded Executive Council members to return their feedback forms to her.

   The report of preliminary evaluation of 1999 Affiliate Leadership Conference (ALC) was placed on the Consent Agenda. MOTION CARRIED. Bettye Bobroff commented that her perception of the conference was validated by the participants’ evaluations—this was the best ALC ever. President Kalbus said it was the best she had attended as well. John Cooper noted that this item was too important to be placed on a Consent Agenda.

29. **Report on internationalization plan.**
   Douglas Soffer and Director of International Development Alexandre Bouché led Executive Council members in activities and discussions designed to elicit feedback on the draft internationalization plan. The plan will be revised based on recommendations from these discussions and submitted to the Executive Council for approval at its fall meeting.

   Frank Betts shared information related to the plan’s financial impact. President Kalbus thanked Soffer and Bouché for their work. No action required.

30. **Report on ASCD plans to promote and support future and current teachers.**
   The report on ASCD plans to promote and support future and current teachers was placed on the Consent Agenda. MOTION CARRIED. Donald Young commented on the excellent work described in the report, saying that it has ties to ASCD’s position action plans.

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

32. **Report on Learning First Alliance (LFA).**
   The report on the LFA was placed on the Consent Agenda. MOTION CARRIED.

33. **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. MOTION CARRIED.

34. **Report on Project Design Center (PDC).**
   The report on the PDC was placed on the Consent Agenda. MOTION CARRIED.
35. **Preliminary agenda and plans for Executive Council meeting in Israel (discussed on Friday).**
Douglas Soffer and Project Coordinator Roger Campbell shared information related to the Executive Council’s visit to Israel in October. Soffer asked Council members to think about (1) presenting the hosts with a small gift that represents each Council member’s home area and (2) considering ways to develop Israel ASCD. He noted that Council members will receive additional detailed information on their visit later in the summer. Peyton Williams Jr. suggested that ASCD develop a press release on the visit. No action required.

36. **Calendar of events.**
The calendar of events was placed on the Consent Agenda. MOTION CARRIED.

37. **Schedule of reports.**
The schedule of reports was placed on the Consent Agenda. MOTION CARRIED.

38. **Process observations.**
John Cooper said the Council’s work was most efficient and effective. There was great participation, and people operated on a “higher plane.” He noted two conversation closers and only seven side conversations. Friday morning’s discussions were very serious. He said that a lighter note adds to productivity. There was only one area of distinct disagreement on a topic, and that discussion was appropriate and professional. Cooper distributed information on individual levels of contribution. He noted that the self-evaluation piece should be continued and that sharing information at the end of the day on Friday might have affected Saturday’s meeting. Cooper said that the contributions by President Kalbus and the new members provided a good sense of spirit, but that Council members should do a better job to embrace the new members. Discussions were civil. There was less diversity of opinion expressed at this meeting.

Cooper reviewed the Executive Council members’ level of success in “pursuing a balance between advocacy and inquiry.” He said he was impressed by how they worked during the two-day meeting.

Francine Mayfield noted the meeting’s positive climate, which she said was modeled by the leadership and resulted in collaboration and teamwork. She said there was a nice balance between business and the other activities. *Roberts Rules of Order* are very important, but everyone had an opportunity to ask questions and to interact. There was a balance between advocacy and inquiry. Mayfield recommended continued use of both the “norms of collaboration” and the self-evaluation forms and said it would be helpful to compare evaluations. She said that “preparation” should be added to those norms and that we should continue to expand opportunities to balance the program.
President Kalbus thanked Cooper and Mayfield for their work, and she thanked LeRoy Hay, Gene Carter, and staff for their assistance. Hay said that the positive tone of the meeting was reflective of the President's leadership.

President Kalbus adjourned the meeting at 1:30 p.m.

7/11/99/bdr