



ASSOCIATION
FOR SUPERVISION
AND CURRICULUM
DEVELOPMENT

GENE R. CARTER, EXECUTIVE DIRECTOR

EXECUTIVE COUNCIL MEETING MINUTES

June 14 and 15, 2002

ASCD EXECUTIVE COUNCIL MEETING

ASCD Headquarters
Alexandria, Virginia
June 14-15, 2002

MINUTES

FRIDAY, JUNE 14

ATTENDING

Peyton Williams Jr., President (GA); Raymond McNulty, President-Elect (VT); Kay Awalt Musgrove, Immediate Past President (TN); Pat Ashcraft (TN); Martha Bruckner (NE); Mary Ellen Freeley (NY); Richard Hanzelka (IA); Douglas Harris (VT); Mildred Huey (SC); Susan Kerns (Germany); Robert Nicely Jr. (PA); Jim Tayler (Ontario, Canada); Andrew Tolbert (AR); Sandra Wegner (MO); and Jill Dorler Wilson (FL).

ASCD STAFF

Gene R. Carter, Executive Director; Eric Bellamy, Deputy Executive Director, Finance and Operations; Diane Berreth, Deputy Executive Director, Policy and Planning; Mikki Terry, Deputy Executive Director, Program Development; Melody Ridgeway, Associate Executive Director, Information Systems and Services; Agnes Crawford, Assistant Executive Director, Program Development; Douglas Soffer, Assistant Executive Director, Constituent Relations; and Becky DeRigge, Executive Manager.

CALL TO ORDER

President Peyton Williams Jr. opened the business meeting at 8:35 a.m.

President's remarks.

President Williams thanked Executive Council members for attending the meeting and for providing ideas and suggestions for the development of the meeting agenda. He asked Council members to review the list of possible topics for the afternoon work session. Williams also reviewed his positive experience at the Affiliate Leadership Council meeting in April and his attendance at the Learning First Alliance Board meeting at the end of May.

Williams discussed plans to make social events at Annual Conference more engaging, including the development of a committee that will look at options for events as the Association undergoes the governance transition in 2003.

Executive Director Gene Carter welcomed everyone to the meeting. He informed Council members that they would have emergency services travel insurance coverage when they traveled on Association business, and insurance cards were distributed. Carter then provided information on advocacy work underway on the national level. He distributed copies of a U.S. Department of Education report on teacher quality, *Meeting the Highly Qualified teachers Challenge*, and a report by the Educational Testing Service, *Americans Speak on Teacher Quality* on findings from a recent survey of American households. He also distributed copies of ASCD's statement

on teacher quality and talking points that would provide continuity at the affiliate, Executive Council, and staff levels. Carter then reviewed strategies in place or to be contemplated to increase the organization's focus on non-U.S. areas, particularly Canada, and he distributed information on ASCD's Canadian promotion efforts. Carter also shared copies of a brochure on the upcoming National Principals Leadership Institute, a partnership between ASCD and Fordham University's Graduate School of Education.

Immediate Past President Kay Awalt Musgrove welcomed everyone to the meeting. She commented that she planned to retire from her professional position in October 2002 and mentioned that Robert Nicely Jr. also was planning to retire in about two weeks. She shared information about the committee formed to look at social activities at Annual Conference and invited Council members to offer any suggestions or ideas.

President Williams emphasized the importance of these Annual Conference events and said that the Executive Council would receive a preliminary report from the committee at the Council's October meeting.

President-Elect Raymond McNulty said he was excited to be back with the Executive Council in a role he hopes will bring a focus on young children. He said that the organization's work was a tremendous influence on children, and he was pleased to read ASCD's press release on teacher quality. He noted legislation on quality child care that was recently enacted in Quebec, Canada, and said he would distribute copies of a graph that compares the years of brain growth in young children with the amounts of federal monies expended on children during those years.

1. Appoint a process observer.

President Williams appointed Sue Kerns to serve as the process observer for the meeting. No action required.

2. Establish the Consent Agenda.

Douglas Harris suggested revising the Executive Council's method of establishing a Consent Agenda by eliminating a formal vote on items before the business meeting takes place. He said that, by making this change, the Consent Agenda process would conform to Robert's Rules of Order and to ASCD's constitution. Council members agreed to the elimination of a vote on Consent Agenda items before the business meeting.

McNulty moved, and Andrew Tolbert seconded, to place agenda items 3, 15, and 17.1 on the Consent Agenda. MOTION CARRIED.

3. Approve the March 6, 7, and 12, 2002, Executive Council meeting minutes.

Approval of the March 6, 7, and 12, 2002, Executive Council meeting minutes was placed on the Consent Agenda. MOTION CARRIED.

Mary Ellen Freeley moved, and Pat Ashcraft seconded, to move into Executive Session. MOTION CARRIED. Agenda items 4 (report on current financial status) and 5 (report on personnel matters) were discussed in Executive Session.

Martha Bruckner moved, and Mildred Huey seconded, to return to Open Session. MOTION CARRIED.

6. Approve proposed Finance/Audit Committee charter.

Chief Financial Officer Eric Bellamy noted that fiduciary responsibilities of boards of directors are being tightened. The proposed charter for the Finance Committee will solidify the work of the existing Budget and Investment Committees. The proposed Finance Committee will align those two committees, as well as the audit function.

Douglas Harris moved, and Ray McNulty seconded, to approve the proposed Finance/Audit Committee charter.

Harris asked if the Finance Committee might have a need to focus on internal controls. Carter and Bellamy noted that internal controls are managed by Finance staff and reviewed by the auditors, and that an external audit is not just a one-time event but an ongoing activity between ASCD staff and the auditors throughout the year. President Williams called for a vote, and Council members voted 14-1 in favor of the motion. MOTION CARRIED.

7. Review second quarter financial report.

Eric Bellamy said that the Association is doing well in light of the current economy. Projections indicate that this year could be the second best year ever for the Association financially, second only to the immediately preceding year. He contrasted the financial outcomes of ASCD to some related organizations, noting that a number of them were somewhat devastated by anemic attendance at conferences following the events of September 11, 2001. No action required.

8. Report on investment portfolio.

Bellamy shared information on the status of the Association's investment portfolio. Gene Carter said that the Association is trying to limit volatility and to develop a long-term investment strategy. No action required.

8.1 Report from Investment Committee and Investment Manager.

President Williams reminded Council members that Douglas Harris and Mildred Huey serve as the Council liaisons to the Investment Committee. Harris distributed copies of Marco Investment Management's presentation on ASCD's Reserve Fund. Carter reminded everyone of the proprietary nature of the material. Harris reported on the meeting that he, Carter, Bellamy, and Melody Ridgeway had the previous day with Steven Fisher of Marco. Harris then introduced Steven Fisher, who provided some background on Marco Investment Management. Fisher reviewed the information in the presentation booklet and noted various factors that influence both the bond and stock markets.

President Williams and other Council members thanked Fisher for his overview. No action required.

9. Authorize FY03 budget for transmittal to Board of Directors for approval.
Carter noted that no changes had been made to the FY03 budget. Dick Hanzelka moved, and Ray McNulty seconded, to authorize the FY03 budget to be transmitted to the Board of Directors for approval. MOTION CARRIED.

President Williams asked Council members for their thoughts on the Council's afternoon discussion. Council members made several suggestions for topics to be considered, including identifying major issues related to the governance transition; asking how current Council members could mentor new Board members; creating meaningful roles for the new governance positions; increasing involvement in the work of the Association; establishing a larger role for former presidents; and creating job descriptions for the various positions. Carter suggested focusing on Board development, preparing Board members to move forward, and shaping the new Board into a collective body.

Williams noted that the Governance Transition Advisory Committee (GTAC) would meet in September 2002 and provide a report to the Executive Council at the October meeting. He said that agenda item 17 (report from GTAC) could be moved to the beginning of the Council's afternoon work session. Council members ended their morning session at 12:00 noon.

Afternoon Work Session

Council members reconvened at 1:00 p.m. Ray McNulty distributed copies of the chart on brain growth and public funding and said that the chart came from an Education Commission of the States publication.

17. Report from the Governance Transition Advisory Committee (GTAC).
Kay Musgrove said that GTAC had worked for almost two years and had made periodic reports to the Executive Council. The Nominations Committee made policy changes during these two years in anticipation of the governance transition. GTAC had also developed a list of key qualities for Leadership Council members, a constitution kit for affiliates, and scenarios on how the Leadership Council might operate. GTAC will deal with many of the governance transition details at its fall meeting.

Musgrove then directed the Executive Council members to form small groups to (1) identify questions from affiliates, former presidents, former Council members, and others about the governance transition, and (2) determine what ASCD staff need to know as they design training for the new Board and Leadership Council. Musgrove said this information would then be shared with members of GTAC.

President Williams thanked Musgrove and Ray McNulty for leading the Council in its small group activities. The work session ended at 3:00 p.m. and a reception for staff, hosted by the Council, followed.

SATURDAY, JUNE 15

President Williams opened the session at 8:30 a.m. He asked Council members to keep their suggestions and comments concise.

10. Appoint Executive Council representation at regional meetings.

Williams announced that the following Council members agreed to represent the Association at the regional meetings: Pat Ashcraft (Central), Mary Ellen Freeley (NE/NW), Mildred Huey (SW), and Jill Wilson (SE). No action required.

11. Report on Association Family of Measures.

Gene Carter distributed copies of a document that illustrated the links between ASCD beliefs and core values and the work of the Association. He noted that staff had identified a set of measures, and that these measures will define the operating effectiveness of ASCD. Three of the five measures have been developed; a fourth is in development, and work on the final measure will begin shortly. Carter reviewed each measure and its relationship to ASCD's core values.

Eric Bellamy used a PowerPoint presentation to demonstrate the connection between the family of measures and the organization's goals, Strategic Plan, and vision statement.

Doug Harris thanked Carter and Bellamy for their presentation and noted that one piece was missing--what difference is ASCD's program development making in the classroom? Carter replied that this is a complex challenge but that staff is working on it. Mikki Terry said that as we work with districts over time we will try to develop a collaborative evaluation process. Agnes Crawford said that data can be retrieved from Understanding by Design areas. Carter said that this has implications for ASCD's current efforts to strengthen its research and development efforts. Harris said that he would like to suggest a work session to discuss performance measures and the use of metrics. President Williams asked Harris to submit this request in writing to him and Carter. No action required.

12. Approve action plan for Review Council recommendations.

Diane Berreth suggested that a more targeted title to the Review Council report would be *Strengthening Constituent Communities Through Collaboration*, rather than *Strengthening ASCD Communities Through Collaboration*. Ray McNulty (former Review Council member) said the proposed action plan was well done. President Williams reminded Executive Council members that the Review Council reports require close attention.

McNulty moved, and Pat Ashcraft seconded, to approve the proposed action plan for Review Council recommendations.

Berreth noted that the action plan will be shared with the Review Council members and that many of these recommendations are implemented in the Strategic Plan action plan and strategies. MOTION CARRIED.

13. Review and adopt job descriptions for elected and committee positions.
Berreth said that the Executive Council had requested job descriptions for elected and committee positions. GTAC had developed job descriptions for the new Board of Directors and Leadership Council. Job descriptions for committees already existed in policy but staff made some adjustments (i.e., clarifying frequency of meetings, reimbursement, and responsibilities of committee members). Berreth noted that GTAC plans to review and modify all policy language in the fall. GTAC will then recommend changes to the new Leadership Council and Board of Directors.

Sandra Wegner moved, and Mary Ellen Freeley seconded, to adopt the job descriptions for elected and committee positions. MOTION CARRIED.

14. Determine whether to modify policy 310, Conditions of Candidacy.
Berreth provided a rationale for modifying policy 310, Conditions of Candidacy, to ask candidates for office to further refrain from publishing any articles in ASCD or affiliate publications except where pre-existing agreements are in place and cannot be changed in time. Executive Council members agreed that this restriction would be difficult to monitor and might set up roadblocks for future candidates. No action taken.

15. Adopt proposed action plan on new ASCD positions.
Adoption of the proposed action plan on new ASCD positions was placed on the Consent Agenda. MOTION CARRIED.

16. Progress report on proposed Constituent Relations policies.
Jim Tayler reported on a June 4, 2002, subcommittee meeting he had attended during which these proposed policies were reviewed. President Williams, President-Elect Ray McNulty, Immediate Past President Kay Awalt Musgrove, Pat Ashcraft, Gene Carter, Diane Berreth, Doug Soffer, and Margaret Murphy were also members of the subcommittee. Tayler summarized the process used in the review and noted that the subcommittee attempted to resolve key questions. He said that this document represented the connection among affiliates; networks; student chapters; and a new collaboration, teaching and learning communities, which are "groups of individuals concerned with improving teaching and learning who wish to align with ASCD." Tayler said he was looking for a consensus from Council members on the policies' key concepts.

The change in policy is intended to: establish the ASCD community as a more unified and vital force in education improvement, extend the ASCD community and increase active participation, enhance ASCD influence by increasing the interdependence and reciprocity among ASCD community members, and improve the vitality of constituent groups and their contributions. The development of new structures for existing and new relationships is an integral action plan component in support of Goal 2 of ASCD's Strategic Plan (building a more vital and diverse community worldwide.)

Ashcraft said that the teaching and learning communities would not necessarily be a stepping-stone to affiliation; many groups want an affiliation with ASCD without having to meet all the requirements for affiliation. McNulty commented that these policies

created a scalable infrastructure for the Association. Musgrove said that subcommittee members attempted to look at the global aspect and that the networks and student chapters have become an integral part of the Association. Williams said that the draft policies purposely did not include conditions needed to form a teaching and learning community because these conditions would be included in protocols, not policies. Council members discussed the impact of these policies on affiliates, whether members of a teaching and learning community would receive the same support as affiliate members (i.e., attendance at the Affiliate Leadership Conference, Annual Conference, resource speakers), and how to include "host nation" individuals (Germany ASCD, Japan ASCD). Williams asked Susan Kerns (Germany ASCD) to craft some language for the subcommittee that would help them address these concerns.

Doug Harris said he would like to see the policies modeled against current data. Carter underscored the important role that affiliates play in the Association's governance and noted that some affiliates have many members who are not ASCD members. Harris noted that defining a percentage of members for affiliates may not be the right measurement to use, because active affiliates may have small numbers but great impact. Council members discussed enlarging the roles of members-at-large through a more extensive use of technology.

Williams asked Executive Council members to submit any additional feedback to Diane Berreth within 10 days. Council members discussed the impact of these policies on student chapters. The officers noted that some of the language in the policies will be revisited. Soffer reminded everyone that these policies create a very different mindset and they call for different activities, meetings, and events. In the future, language relating to the Affiliate Leadership Conference may be changed as well. Carter said that everything is grounded in "what works for ASCD and constitutes success." We must think organizationally, not individually.

This is an opportunity to plant the seeds of change. There is a heightened need to communicate these concepts and opportunities broadly and clearly. This is an opportunity to model thinking at a deep and policy level. Ashcraft asked Council members to review the "old policy mindset" language and the "new policy mindset" language outlined in the notebook material. Tayler thanked everyone for their feedback. Williams thanked Tayler for the policy discussion and asked Martha Bruckner to submit her comments regarding the policies' impact on student chapters to him in writing. No action required.

17. Progress report of the Governance Transition Advisory Committee (GTAC).

This item was discussed on Friday, June 14.

17.1 Approve three-month extension of 2002 - 03 Nominations Committee's term.

Approval of a three-month extension of the 2002 - 03 Nomination Committee's term was placed on the Consent Agenda. MOTION CARRIED.

18. Request for information on topics, issues, and consultants for 2002 - 03 Program Development initiatives.
Mikki Terry asked Executive Council members to provide feedback on the request for information on topics, issues, and consultants for 2002 - 03 program development initiatives using the form included in the notebook material. No action required.
19. Review 2011 Annual Conference site selection.
Mikki Terry reviewed the traditional Annual Conference site rotation cycle and the circumstances surrounding finalizing the arrangements for the 2011 Annual Conference in San Francisco. She noted a correction to the notebook material; the year 2012 will be a central rotation. No action required.

Susan Kerns presented a video clip, filmed at Bitburg Elementary School in Germany, that incorporated the 2002 Annual Conference musical theme. President Williams thanked Kerns for sharing the video.

20. Identify agenda items for future meetings.
President Williams asked for suggestions for work session topics. Doug Harris said he would send an e-mail message to Williams and Carter with additional information on his earlier suggestion to discuss performance measures and the use of metrics. Williams invited Council members to submit further ideas for the Council's October meeting agenda.

President Williams asked Martha Bruckner and Susan Kerns to serve on a committee with Doug Soffer and Mikki Terry to develop a plan for enhancing learning from the New Zealand trip in October. This committee will focus on developing simple processes for debriefing and reflective learning. Carter referenced the New Zealand notebooks distributed earlier. Carter and Soffer provided Council members with some additional information related to their visit.

21. Process observations.
Susan Kerns noted the use of humor throughout the meeting and a willingness to go with the flow on the use of language. She noted that Council members were quite candid in their conversations. She also noted some sidebar conversations. Kerns reminded Council members to make sure that as the new Board comes on, everyone feels they have a worthwhile role. She said there was a good balance of inquiry and advocacy, asking probing questions, and everyone had an opportunity to speak. She said that the two-day business meeting had gone well and that President Williams's southern mannerisms set a good tone.

President Williams thanked everyone for their contributions and adjourned the business meeting at 12:30 p.m.

GRC/bdr