



ASSOCIATION  
FOR SUPERVISION  
AND CURRICULUM  
DEVELOPMENT

GENE R. CARTER, EXECUTIVE DIRECTOR

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## **LEADERSHIP COUNCIL MEETING MINUTES**

**Sunday, September 17, 2006**

ASCD LEADERSHIP COUNCIL  
Washington Court Hotel  
Washington, D.C.  
September 17, 2006

Meeting Minutes

President Dick Hanzelka opened the Leadership Council meeting at 8:30 a.m. Hanzelka reminded participants that they should have registered and picked up a set of supplementary materials at the door and should be sitting in the correct cluster group. He asked Leadership Council members to think about ways to take home what they learn today because it will be critical to what can be done locally. Hanzelka then introduced Stuart Rankin, who was serving as parliamentarian for the meeting.

Adopt the Leadership Council's March 31, 2006, Meeting Minutes.

Cheryl Blue (NE) moved, and Margaret Edwards (OH) seconded, to adopt the Leadership Council's March 31, 2006, meeting minutes. The motion carried.

Presentation from Chair of the 2006-07 Nominations Committee.

Don Viegut, chair of the 2006-07 Nominations Committee, reviewed the makeup of the Nominations Committee and its charge. He stressed the importance of submitting names of qualified applicants to run for elected positions so that the Nominations Committee can develop diverse candidate slates in 2007. Viegut provided information on how to access the online application packet, and he reminded Leadership Council members to vote in this year's elections. Hanzelka thanked Viegut for his presentation.

Update on ASCD Positions and Legislative Agenda.

Hanzelka reviewed the development of ASCD's Legislative Agenda, which was created by the Legislative Committee and which serves as the foundation for the Association's advocacy. He noted that the Legislative Agenda focuses on Goal 2 of ASCD's Strategic Plan, "ASCD will advocate policies and practices that positively influence learning, teaching, and leadership in education." Hanzelka described the makeup of the Legislative Committee. He reviewed ASCD's positions on the achievement gap, high-stakes testing, the whole child, and health and learning, and he then provided updates on the status of topics in the Legislative Agenda:

- Multiple measures of assessment.
- Professional development.
- School readiness.
- Effective interventions.
- High school reform.

He said that ASCD is proposing legislation under the high school reform topic, and he shared information on "What Works in High Schools—The ASCD High School Reform Proposal." Hanzelka noted that this is a huge step for ASCD—one that all of us can be excited about because the same issues permeate and shape all parts of our world, and we need to be proactive. He introduced Donald Davis (GA) and Wayne Sweeney (CT), members of the High School

Reform Committee. Davis and Sweeney shared information about the committee's process to develop the proposal and reviewed its key provisions—multiple assessments, personalized learning, flexible use of time and structure, professional development for teachers and school leadership, and business and community engagement. Sweeney reminded Leadership Council members that this is a voluntary pilot program and an opportunity to invite high schools across the country to begin to work differently. Leadership Council members then worked in their cluster groups to discuss questions that were developed around each of the recommendations and provided real-life examples to share with policymakers. Staff members took notes on these discussions and this information will be compiled and shared with the ASCD public policy staff. Several participants reported on highlights from their discussions. Sweeney asked each participant to commit to changing one high school.

#### Motion to Dissolve the Position Action Team.

Position Action Team cochair Linda Mariotti (UT), on behalf of cochair Nancy Gibson (IL), moved, and Realista Rodriguez (VA) seconded, that the Position Action Team be dissolved as a separate entity in recognition of the Constitutional responsibility of the entire Leadership Council to take action in furtherance of ASCD's positions. Several Leadership Council members spoke in support of the motion. President Hanzelka reminded everyone that even though the Legislative Committee's work relates to the U.S. Congress, the issues are the same issues dealt with by many other people in many other countries. Dan Fuller, Director of Public Policy, noted that the Legislative Agenda is one small piece of ASCD's advocacy work—it is a one-year focus to address a broader issue. Hanzelka noted that the Legislative Committee members are all Leadership Council members. He called for a vote, and the motion carried.

#### Draft Leadership Council Assessment Tool.

Hanzelka introduced Michaelene Meyer (VA), chair of the Leadership Council Evaluation Committee. Meyer referenced the copy of the draft assessment tool and list of definitions that attendees received as they registered for the meeting. She said the tool asks Leadership Council members to think about how they work together as a Council, what they need to do collectively and individually to improve, and what will help to define "success to significance." Meyer reviewed the development of the draft tool. She acknowledged the other members of the committee: Lavinia Dickerson (VA), RoAnne Elliott (MN), Frank McQuarrie (OK), Mary Nanavati (ON, Canada), Susan Pecinovsky (IA), and Gail Pope (VA).

Hanzelka shared information on the intent of the tool, the committee's charge, and work completed to date. He said that the tool was presented today for discussion and use at the end of the business meeting. He introduced RoAnne Elliott, who noted that each outcome listed in the assessment tool connects to the Leadership Council's Constitutional responsibilities. Leadership Council members met in their cluster groups to review each outcome, identify any concepts that needed further clarification, and suggest ways for implementation.

#### Panel on Grass Roots Tactics.

Hanzelka introduced Jacob Sweeney of the National Education Association, Tara Smith of the National Association of Manufacturers, and Khelan Bhatia from the American Association of Retired Persons. Sweeney, Smith, and Bhatia shared information on grassroots organizing and

strategies and how to work with legislators on the Hill and then answered questions from Leadership Council members. Hanzelka thanked the three panel members for their presentations.

Use of the Evaluation Tool.

Leadership Council members evaluated their collective and individual effectiveness according to the levels outlined under each desired outcome on the assessment tool (see attached copy of tool and evaluation).

Hanzelka thanked everyone for their participation. He adjourned the meeting at 2:45 p.m.

Attachments (2): assessment tool  
September 17, 2006, assessment results

GRC/bdr

**Desired Outcome: Maintains the best interests of the Association by upholding the mission, vision, and beliefs of ASCD.**

*Addresses all Leadership Council Constitutional Responsibilities.(Article VI, Section 2)*

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
All Leadership Council members take actions at the conscious level of addressing the best interests of the Association.	All Leadership Council members engage in consensus-driven discussion and reflection as they make decisions in the best interests of the Association.	A majority of Leadership Council members engage in consensus-driven discussions and reflection as they make decisions in the best interest of the Association.	Individuals on the Leadership Council take actions on the basis of individual and/or affiliate interests and loyalties	

**Desired Outcome: Displays the highest standards of ethical conduct.**

*Addresses Leadership Council Policies: Code of Ethics adopted by Leadership Council on 9-20-05*

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
All Leadership Council members consistently demonstrate ethical action reflecting trust, responsibility, respect, fairness, and caring.	Individual Leadership Council members share the primary responsibility for ensuring ethical behavior.	The presiding leader of the Leadership Council takes the primary responsibility for ensuring ethical behavior.	No member of the Leadership Council intervenes when unethical behavior occurs.	

**Desired Outcome: Create and adopt ASCD positions that reflect understanding of diverse perspectives, communities, and cultures.**

*Addresses Leadership Council Constitutional Responsibilities(Article VI, Section 2):*

*(1) Create and adopt ASCD positions.*

*(2) Develop action plans to lead and support constituencies in advancing adopted positions.*

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Leadership Council members create and adopt positions, develop action plans, and use decision-making processes that are transparent, consensual, and reflect diverse perspectives within a culture of inquiry.	Leadership Council members create and adopt positions, develop action plans, and use decision-making processes that are consensual and reflect diverse perspectives within a culture of inquiry.	Leadership Council members create and adopt positions, develop action plans, and use decision-making processes that reflect diverse perspectives.	Irregular consideration of diversity in decision-making process.	

**Desired Outcome: Engages decision makers in communications that advance adopted positions.**

*Addresses Leadership Council Constitutional Responsibilities(Article VI, Section 2):*

*(2) Develop action plans to lead and support constituencies in advancing adopted positions.*

*(3) Review the effectiveness of the actions on the adopted positions.*

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
All Leadership Council members are actively engaged in open, multi-level communications that influence policies and practices.	Most Leadership Council members regularly engage in open, multi-level communications with decision-makers.	Some Leadership Council members regularly communicate within the Leadership Council and with key decision-makers.	Some Leadership Council members engage in limited communications with one another.	

**Desired Outcome: Demonstrates effective results through advocacy of ASCD positions.**

*Addresses Leadership Council Constitutional Responsibilities (Article VI, Section 2):*  
 (2) Develop action plans to lead and support constituencies in advancing adopted positions.  
 (3) Review the effectiveness of the actions on the adopted positions.

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Leadership Council members engage constituencies in actions that result in changes in and support for policies and practices aligned with ASCD positions.	Leadership Council members employ systematic approaches to advocacy that demonstrate a commitment to changes in and support for policies and practices aligned with ASCD positions.	Leadership Council members demonstrate limited commitment to advocacy that results in minimal changes in policies and practices aligned with ASCD positions.	Leadership Council members demonstrate limited understanding of involvement in advocacy and change in policies and practices aligned with ASCD positions.	

**Desired Outcome: Initiates and maintains structures and processes to engage in on-going work.**

*Addresses Leadership Council Constitutional Responsibility (Article VI, Section 2):*  
 (7) Establish working groups to accomplish the work of the Leadership Council.

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
All Leadership Council members contribute to structures and processes that have a positive impact on Leadership Council Constitutional responsibilities.	Leadership Council members initiate structures and processes that facilitate on-going work.	Some Leadership Council members engage in structures and processes that contribute to on-going work.	Structures and processes are created, provided, and conducted by ASCD staff.	

**Desired Outcome: Engages in development for continuous improvement based on evaluation of LC performance.**

*Addresses Leadership Council Constitutional Responsibility(Article VI, Section 2):  
(8) Examine, on a regular basis, its own performance and identify areas of Leadership Council development.*

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Leadership Council members demonstrate continuous improvement in fulfilling our Constitutional responsibilities.	Leadership Council members incorporate evaluation process and data in making decisions resulting in continuous improvement.	Leadership Council members create a process for identifying, collecting, and analyzing data for decision-making.	Leadership Council members recognize the importance of creating our own evaluation process.	A low-level evaluation process is created, provided, conducted by ASCD staff.

**Desired Outcome: Builds the capacity of new Leadership Council members to fulfill the responsibilities of their positions.**

*Addresses Leadership Council Constitutional Responsibility(Article VI, Section 2):  
(8) Examine, on a regular basis, its own performance and identify areas of Leadership Council development.*

<b>Level 1 Significance</b>	<b>Level 2 Success</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
New Leadership Council members take the initiative to fully engage in the work of the Council.	New Leadership Council members are prepared to engage fully in the work of the Council.	New Leadership Council members are prepared to engage in some of the work of the Council.	New Leadership Council members are present at Leadership Council meetings.	

**Results of the Leadership Council's Assessment  
of Its Work on September 17, 2006**

**Outcome One—Maintains the best interests of the Association by upholding the mission, vision, and beliefs of ASCD.**

Level 1 - 10

Level 2 - 34

Level 3 - 43

Level 4 - 6

**Outcome Two—Displays the highest standards of ethical conduct.**

Level 1 - 25

Level 2 - 49

Level 3 - 15

Level 4 - 1

**Outcome Three—Create and adopt ASCD positions that reflect understanding of diverse perspectives, communities, and cultures.**

Level 1 - 11

Level 2 - 32

Level 3 - 46

Level 4 - 5

**Outcome Four—Engages decision makers in communications that advance adopted positions.**

Level 1 - 3

Level 2 - 18

Level 3 - 67

Level 4 - 13

**Outcome Five—Demonstrates effective results through advocacy of ASCD positions.**

Level 1 - 1

Level 2 - 41

Level 3 - 44

Level 4 - 12

**Outcome Six—Initiates and maintains structures and processes to engage in ongoing work.**

Level 1 - 7

Level 2 - 28

Level 3 - 57

Level 4 - 5

**Outcome Seven—Engages in development for continuous improvement based on evaluation of Leadership Council performance.**

- Level 1 - 6
- Level 2 - 21
- Level 3 - 40
- Level 4 - 26
- Level 5 - 4

**Outcome Eight—Builds the capacity of new Leadership Council members to fulfill the responsibilities of their positions.**

- Level 1 - 1
- Level 2 - 15
- Level 3 - 58
- Level 4 - 26