

2009 Meet the President-Elect Candidates Forum

Sunday, March 14, 2009

Orlando, Florida

ND: Okay. Let me welcome you to this candidates forum. I was counting up—since I was one of the first to do this—I was the first to do this. It was five years ago so this is the fifth candidates forum and it's exciting to be here as past president and I have a chance to moderate this forum and to give you a chance to meet our candidates for president-elect for ASCD. You'll get to hear from Don Kachur and Paul Healy in just a moment. But let me explain a bit about how this is going to work. We have some forms that many of you have already filled out. If you think of another question as we go along, if you'll just hold it up, someone from the Nominations Committee will bring it up to me. I have a few questions to kick things off and all of the responses from the candidates will be limited to two minutes. We have Daniela down front with her timer and her cards so she'll keep us on a time line. And, after an hour, she'll give me a note about last question and then we'll close it with one final question and answer. We had a coin toss at the beginning and Paul won the toss and he chose that Don would go first. [laughter] And from then—I thought that was cute—and from then on, they'll alternate on every question so they'll have equal chances to have "first go" at a question.

So, at this point, we'll have our opening statements. Don will go first and give an opening statement.

DK: Good afternoon. As we proceed now in terms of looking at the future, the last couple of days I've heard a couple of comments being made about where we stand as an organization. And those of you who attended the business meeting next door, we are sitting maybe what you would call kind of on top of things. Dr. [Gene] Carter had shared the other day at the Board meeting about the fact that in a survey of educational leaders, ASCD is seen as the industry leader in terms of the products provided for educators, as well as being seen as the industry leader impacting education. To be a worldwide leader, of course, means you're sitting on top. And I picked up my pen here and the first thing it says—an ASCD pen — "a trusted source." So that says a lot about how we are perceived by the membership and by others in education. What I want to make on this one is the fact that when you're sitting at the top, everybody sees you as the people to pick and to knock down. Sometimes imitation is your best form of being complimented. But if you're being complimented by others, they're probably trying to take away your best things that have made you an industry leader. So it's going to be important, probably at least for the immediate future, particularly in light of the various trends and events and developments that are going to affect associations like ours, is to continue to be very strong and thinking ahead and being a visionary realizing that others compete for our same membership. They'll compete for our resources. And, as resources and time become more limited, the competition becomes better. So, the future will be a strong one if we continue working together—the Board, the executive director, the staff. I have no doubt that will happen. But the president-elect and the president will be a key to that. And, I think both Paul [Healy] and I look forward to that opportunity.

ND: Okay. Paul, an opening statement?

PH: Good afternoon. I'd like to start off by thanking the Nominations Committee for this incredible opportunity that has been bestowed on both Don and I. We're good friends; colleagues for many, many years, and it's just great to sit on the same stage with Don as well. I'd also like to thank all of our friends and colleagues for their constant support and encouragement to go forward in a leadership role with ASCD.

I actually want to tell you a little bit, a little story—and I just saw the person walk in the door so that kind of floored me a little bit—to talk about personal connection and how we talk about how that is very, very important to professional organization. About 15 years ago, I was invited by a college professor to attend a meeting on a supervision committee for our affiliate in Pennsylvania. And so, I was just starting my course work for my doctorate at that time and I decided that I'm going to go ahead and go along to this meeting. Well, 15 years later, it has opened wonderful opportunities and doors for me both at the affiliate level and now here. Certainly, by being a part of the supervision committee, which led to a chair of the supervision committee, which automatically catapulted me to a seat on the Board of Directors. I soon found out what the affiliate was all about; what those dedicated people did day in and day out. What the volunteer organization [did] to support the mission, not only of our affiliate, but also of ASCD. From there, I continue to be active in the affiliate today. But again, as you know, if you come from the affiliate worlds, once you get in a leadership role, that also gets you a seat at the ASCD table in many different forms and opportunities. For me, that started about six years ago with Leadership Council, being on Leadership Council, attending many different events such as at that time the affiliate workshop events that we attended, which really greatly helped us back at the affiliate level. From there, the LEAP Institutes, the Day on the Hill, and most recently for me, had a great opportunity to work with some talented people from leadership Council. [I] was tasked with chairing two specific committees, most recently on restructuring Leadership Council after we received a report that said we should disband the Leadership Council. And the Board took a bold move that said we were not ready to do that yet. And so, we worked—and with a sense of urgency for us, as I said at Leadership Council the other day—and just by looking at what happened the other day, from the transition team, all that work from the Board and everybody in this room, it was an enormous event and hopefully will continue to be that way in the future. So again, you know, taking those leadership roles and moving forward is just a great opportunity for both of us at this point and as we move forward to take a look at where we go in the future. I'm a card-carrying member of a lot of different organizations. But this is the one where I've spent my time, dedicating my talents and skills. And as the mantra says, I'm still ready to learn, still ready to teach, and still ready to lead. Thank you.

ND: Okay, the first question which has a two-minute limit goes to Paul. And the question is: **What is your vision of utilizing technology to grow the organization?**

PH: I believe it's essential that we have to continue to use technology to grow the organization. Let's look at membership: we know that our membership is a diverse membership. We know all of the studies that are out there about young memberships, trying to get fast, accurate information in and out that we just heard from Dr. Carter, as well. And they want a different type of delivery system. We need to keep up and seize the opportunities with technology to deliver those services which we are doing right now. I was down at the exhibit hall and saw the PD In Focus. That's going to be a wonderful opportunity for school districts to get that professional development in their hands. The other issue, as well, is using technology for professional development in the future, for sustained efforts. We know in the hard economic times—and I am a superintendent right now—that one of the first things that goes in the budget is professional development and it's cut drastically. So, how do we sustain that learning in the professional atmosphere with our teachers and our staff? And also in our states—our certification requirements. I'm talking about embedded learning opportunities. Not just the drive in and drive out type of conferences and things that we are so accustomed to. So, reaching people by using some of the new technologies that are out there like Adobe Pro like we saw at Leadership Council; like Twitter; like Blogs, and Wikis, and Nings right now for the connected networks. I think all of those things we need to be on the cutting edge. We need to continue to experiment with them. But we also need to find out how do they work in our niche to provide those services for our members.

ND: Okay. And, Don, **What is your vision of utilizing technology to grow the organization?**

DK: One thing I see that is happening a great deal is a lot of the social media technologies occurring. We're talking about Facebook, we're talking about blogs, we're talking about MySpace; we're talking about YouTube. And one of the things will be utilizing those social media for a lot of that communication. In fact, we do a lot of that now with the Whole Child. There's a social network on Twitter, for example, with the Whole Child. As far as the social networking which is even more important, that is the case where I kind of envision folks in the future saying "We want to be communicated with; we want to engage with; we want to be marketed by; and we want to see our publications by online types of activities." So I see the one thing will be online education. And many of you are familiar with that. ASCD recent paper out called "How every teacher should be able to teach online." And as we look at universities and our competitors, online delivery is going to be important, and related to that is going to be the ability to customize and personalize programs like the PD In Focus, as one example. The secondary will be in terms of the communications in terms on online conferencing or engaging with each other worldwide. We did see Adobe Connect Pro. There's others like GoToMeeting, WebEx, mega meetings. In fact there's a Web-site called Capterra.com that lists 97 solutions for online. So, those are just four of the 97 and we're going to see that continue. And they're enabling lots of ways of connecting by visual to conversation worldwide. So the vision is that we are probably going to have a greater reach to our members who really are going to want to be reached through the medium of technology. And so, as we proceed, my vision is that we need to stay current with our online conferencing structures. In other words, the social networking, the online delivery of education, and as well as the communication that's represented by WebEx, Facebook, and MySpace and those things that will follow.

ND: Okay. Don, you will start this question. The question is: **What strengths do people consistently see in you and how will those strengths help you lead the Board?**

DK: Well, my wife might not agree with this one, but I like to think of myself as an active listener. Because I think in a role, both in being on the Board as well as president or president—elect of an association, you've got to listen to the membership. You've got to listen to your Board. You've got to listen to your staff. So, active listening would be one of those things. I have a long history with associations. In fact, my heart and soul [have] been with associations in the sense that I have had 27 years either as an executive secretary or executive director of Illinois ASCD. And even to this day, you will probably have to take me to my grave as far as not wanting to be part of ASCD. Other strengths [are], I think, despite of the fact that I feel like I am from an older generation, I'm always looking ahead to the next level, looking down the road in the sense of successive leadership, what's going to happen the day that Dr. Carter decides he's going to step away. I shared with the Board the other day that every—or that Nominations Committee—that every Nominations Committee, from this point on, someone along the line is going to be in that part of the transition when Dr. Carter finally decides to go on to the sunny land and retire and walk away from the organization. And we've been blessed with his leadership. But reality says that in successive leadership, you always have to prepare for the next person coming in. And I think the role of the presidents over the next couple of years, wherever that transition occurs, increasingly becomes important to the process.

I hope I can bring the strength of the vision. I hope I can bring the strength of looking backwards at some of the trends that we have seen in the past; some of the history. We don't want to lose sight of our history because our history brought us here. But as one book I read recently said, "What got you here won't get you there." And I hope—and I use that as my philosophy in a sense—that we can't sit on our laurels. We always have to be engaging with other individuals and other associations who are trying to compete with us. Thank you.

ND: Okay, Paul: **What strengths do people consistently see in you and how will those strengths help you lead the Board?**

PH: I agree with Don that listening is the first strength that any leader has to have, no matter whether it's here in ASCD or back in our home jobs, as well. Certainly as a superintendent, a principal, and a teacher we all have to first begin with good, active listening skills for all stakeholder groups. We have a diverse membership population. So voice is very, very important to the organization. So first and foremost, listening has to be one of those top criteria. In addition to that, I think it's people skills as well. You know, being able to talk with people, meet people, engage people in discussions about the organization. To have those elevator talks like Dr. Carter talked about—about what we're all about as a mission and a vision; to keep the focus on our Strategic Plan and what are those key drivers in the Strategic Plan to continue to move the organization forward. I've had the opportunity just recently, as I've said, to lead two specific committees for ASCD. They were wonderful experiences for me. And to bring those groups together to talk about an exchange of ideas—diverse ideas—to put a plan in action and then actually to deliver that plan even though we may not all have agreed on all aspects of the plan. But to be able to walk away, to have a consensus about that plan, knowing that when we all walked out of that room, we were all going to support that plan for moving the ASCD organization forward. So I think all of those things, we bring those to the table as far as a future leader in the organization of ASCD.

ND: Thank you. Next question goes to Paul to start: **Tell us one out-of-the-box idea you would recommend that ASCD pursue that will help the organization to a better future.**

PH: Well, I'm going to talk about the Whole Child Initiative a little bit because I was really struck by the Whole Child Initiative when it first came out. And I know that there are three key action plans for the Whole Child Initiative. And I think we've done a good job in reference to those. One is to increase awareness about the Whole Child Initiative and I think that's excellent. We have increased awareness. We have increased dialogue about that. And also, the second one is to promote engagement and reference around the Whole Child Initiative—signing compacts; signing petitions; talking at the local level; the action tool that just came out as well; and then advocating action. However, I think that the situation right now where we need to take one more step forward. So, I would suggest is, that beyond those three, that we demand compliance. I was struck yesterday when we listened to—I think his name was Mike, I hope I don't have that wrong—the young administrator that won the award. And my new dashboard motto is “be present every day” as I drive every day to work. He took a situation, took an incredible situation, in trying to move that organization forward. He's demanding compliance. I was also struck when I talk about the Whole Child Initiative had the opportunity—as other Board members here—to visit Singapore when we were there. They live this, they do this day in and day out in a country that's 40-years-old. I came away with my eyes wide open to that; that you don't walk into their schools and recognize the “haves” and the “have nots.” It's very, very clear. Their most precious resource they tell you day in and day out are the people. They live that experience. We have a lot to learn in our country from places like Singapore and we can do it here. But, until we move from action to demanding compliance; and when I'm talking about demanding compliance of ourselves; demanding compliance of our legislators; demanding compliance of our parents. Because, if we truly want the whole child to move from success to significant, we need to be compliant.

ND: Okay, and now this question goes to Don: **Tell us one out-of-the-box idea you would recommend that ASCD pursue that will help the organization to a better future.**

DK: As we are becoming more diverse, and that is in our vision statement, and as you will also find it also in our Strategic Plan as one of our drivers, I want to talk about diversity and particularly in terms of international diversity. One of the situations that we are gradually seeing the evolution of, of course, is becoming more international. We have a very good turnout this year at our conference of representation from other countries. But I'm still a little concerned that since we

are still pretty much a United States-based corporation in the sense of having our housing here —our headquarters — that we look at the world from other —we are looking at the world from our continent, we have one foot on our continent. So I'd like to see, and my out-of-the-box idea, is whereby we go 30,000 feet above, not looking at the world from the view of the United States but from looking from the top down looking upon the world. Just like the rocket's going to be, and the astronauts and the rocket that will go off this evening, looking at the whole world. So, my idea is that wouldn't it be neat to have little cohorts representing maybe each continent of educators that are participating but keep feeding us input and information as to how our materials relate to them, how we can adapt and adopt, how we can listen to them and bring them value. In other words, having the ears out in the continents of people who will then give us the view from 30,000 feet high; as opposed to those of us here in the United States trying to understand how we could connect with people in other countries, what their needs are, and so forth. So, I want to see a better system put in place for input as well as a way to communicate with individuals outside the country in diverse countries, in diverse situations.

ND: Thank you. Next question starts with Don: **In these difficult financial times, how will you help to keep ASCD financially strong?**

DK: Well, I'm going to put out a bucket for pennies, I think [audience laughter] that may be the best thing I could do. I'm not sure I'm the best to suggest it; I look at my 101K and so [audience laughter]. But as far as trying to keep them solid, I think that what is important [is that] folks in our particular role as officers need to work very closely with the Board, and particularly very closely with the ASCD staff. And the beauty has been of course the beauty of working with Eric Bellamy over the years in terms of understanding. But always keeping your foot in the door. The intent, of course, is not necessarily being a profitable company because we're not-for-profit. But we do want to maintain revenues over expenditures as much as we can so that we can recycle those funds back into the programs and services that are in alignment to the mission of the organization and keep us going. I think the best thing that I can do as far as assurances is to constantly allow that to be an attitude of importance, or priority of importance so that I will always be asking about the questions relative to where are we; what can we be doing more and so forth. I'm not sure that I can raise the money, but I think that I can play a role of being the conscience or the shadow to the comments that are made that enable folks to realize that this is going to be a priority and important piece for Don Kachur. Particularly over the next several years in light of the fact that I think we're going to see kind of a tsunami wave of problems yet of our budget problems right now, probably over the next 12 to 18 months. And I know those of you who are affiliates are kind of concerned. I would be concerned in Illinois because of the fact that I think the effects now will be seen more so next year as everybody's threatening to cut professional development. So, just staying on top of the budget, working with it. Let me conclude with one comment. I don't want to hunker down, I want to do what I think Dr. Carter very clearly stated today. Sometimes these are the opportunities to change and to move ahead rather than to go into a defense or hiding your head under the table. And so, it's going to be a fine balance between conscious awareness of where our funds are, but also always pushing to the next level in terms of the vision that this organization has. And if you read their vision very carefully, to be the world leader and to continue to be the world leader in learning, teaching, and educational leadership.

ND: Okay, Paul, the same question: **In these difficult financial times, how will you help to keep ASCD financially strong?**

PH: Well, as a member of the Board, we all have a fiduciary responsibility in reference to overseeing what happens with the Board. Don and I actually both have served on the finance committee with Eric and I think, first of all, we need to acknowledge the fact that we have a very good staff—you heard Dr. Carter talk about that today—that positions our self to be able to do good things around the world. One of the Strategic Plan key drivers is to expand our financial capacity. And, in order to realize our other two drivers of that, we need to continue to do that. Which is to continue to advance

the Whole Child Initiative and to grow and expand our diverse community. It all centers around that. Not that we are all about programs, products, and services, but we have been successful in that vain; to produce some of those. We're a leader. People look to us for those things. So I think we need to continue to promote that. Those things allow us, as Don said, too, to be able to forge new partnerships around the world. It's not always about selling something to them but finding out what their needs are; learning from them as well; and to grow some long-lasting partnerships across our continent. And again, talking in reference to being a fiduciary responsibility is keeping our eye on what's out there and to take some risk. But make sure that we're in a stable situation as we are right now compared to other organizations, you know, professional organizations that are not feeling that and are feeling the pinch and have to cut back on services for their members. We continue to look at what are the best services we could provide our members that are affordable, relevant, and continue to reposition ourselves for our members.

ND: Thank you. The next question goes to Paul first: **What would you plan to do to move ASCD in the direction of more visible, multicultural membership, including in the USA?**

PH: I'm going to talk about at the affiliate level first because I think it ramps up to the organizational level first. We've been struggling with this at the affiliate level. We need to continue to get out there and look at our membership; to look at diversity; to bring people onto our boards because we know that in order to have leadership roles here, it does come from those connected communities, emerging leaders, our networks. So we continue to need to look for people that have diverse opinions; that have some multicultural indications that can help us move the organization forward in a lot of different ways. And, again, it starts at the affiliate. Again searching out for those partnerships in all different types whether it's around the Whole Child Initiative or 21st century skills. We have two frameworks right now where we can go out there and have conversations and dialogues to bring a lot of diversity to the table, to honor that diversity, and to continue to support that diversity as we build situations, programs, products, and services, you know, around the world, and to bring those folks to the table as well.

ND: Very good, Don: **What would you plan to do to move ASCD in the direction of more visible, multicultural membership, including in the USA?**

DK: A lot of what Paul said I would agree because the affiliates are a major part of that process. I think number one is, I think what we would want to do is to look at every decision that ASCD would undertake through what I call the "filter every decision through the lens of diversity." And that's really to say that are the decisions we are making representing the various populations that we are trying to serve out there? So, I would use that as my filter. And a lot of that has to do with an attitude in terms of the importance of that. When you think of our organization, how rich we are with creativity; when you think of members that we have across the world; when you think about the leverage points—the various leverage points that we have representing our membership across the world. When you think of the richness of influence that the membership has across, really across the world, in terms of teaching and learning and reading and all the other fields, that's a very powerful piece. And so that has to be tapped in. So, I would see the integration of all of that in terms of the things that we would be doing, decisions that would be made, ensuring that all of our conferencing programs, our workshops and so forth are really showing the representation of the diversity that is important to the process.

ND: Okay. The next question starts with Don: **In an era where young people are apparently nonjoining, what specifically would you do to grow our organization and encourage new members to be engaged?**

DK: Well, as far as getting people interested in joining the association, I think that we're past the day where we can say, "You know, for your dollars you can get more stuff. You get eight journals, you get an annual newsletter or not annual, you get a monthly newsletter *Curriculum Update*, you get four quarterly issues of *Infobrief*. Oh, by the way, you get

some books if you increase your membership fee to X level, and you can have a voice in ASCD.” I think our new generation of folks aren’t going to be that excited to get more stuff. And I think we’re on target relative to the fact that we are moving more toward the online kinds of things that are of interest. But what I want to make a point on is pushing the idea of the value that brings to you to be a member. We, in Illinois, have a process of trying to sell to new members this thought: we like to ask them what is it—I have to change that—how would you like to have connections with other professionals like yourself across the world? Would you like to be current with the most, best, recent best practices for teaching and learning in your field? Would you like to have an influence on the legislation or the policies that affect you and what you do in the classroom? If you were to join one organization, think ASCD. ASCD is the organization that can give you on-demand resources for teaching, connections with professionals like yourself throughout the world, as well as allowing you to have influence on legislation, particularly on the federal level. Then I would want to follow, pointing out to those people, an e-mail within 24-hours, pointing out the Web site and something on the Web site that I might find of interest from them into the organization. Now, that part is to draw them. As far as to get them involved, I would hope that, working through the affiliates, because I think this is where a lot of the grassroots starts, working with the connected communities, working with the student chapter. I will be in the position as the president or president-elect to communicate, and urge and influence them, to bring people into the organization like our student chapter kids that are here, those that are coming from the connected communities that are here. So, I think Paul and I see our influence being working with the leaders of those parties—the connected communities, the student chapters, the networks to encourage and motivate. And, we’re the cheerleaders trying to bring them in, getting their young people to participate in our association.

ND: Okay. Paul, same question: **In an era where young people are apparently nonjoining, what specifically would you do to grow our organization and encourage new members to be engaged?**

PH: I think we need to think about, as far as ASCD, that a number of our members, this is their second organization that they belong to. We are an organization that is not role-specific so many times they join an organization such as a principals association or whatever, to get some of those benefits. So what do we have to offer as an ASCD community to those people? It starts with the efforts that ASCD has already put forth. And I’ll call it a cafeteria menu of membership options that no more can you just be a premier member, or a basic member, that we’re offering a lot of different types of memberships for people to try us out, to find out what we’re all about. But I think it goes beyond, as Don talked about, just membership as well and trying to get them to become members. They’re not going to become members unless they see a need and a reason to do that. So it all goes to back to involvement and engagement. What’s in it for them? They want fast information, timely information, effective information that they can use right on the spot and in their jobs. I think technology plays a role in that and I am thrilled to see all of the technology advances that are going on, especially with this conference, “Learning Beyond Boundaries”; that we are wireless; that our general session are being streamed around the world to encourage other people to find out what we’re all about. So it’s communicating what we’re all about to hopefully bring them to us so that they can be connected and engaged. And, again, to continue to expand some of the offerings to have engaging involvement. I think it starts with our student chapters. We’d love to—and we’ve been working at this at our affiliate as well—to get more people when they are first starting to enter the profession to find out we are, we can be, and will be the “go to” organization for your professional development now and into the future. This is what we have to offer. And so expanding those connected communities, the young educators, emerging leaders, young educators, as well, educator advocates. There is something for everyone in this organization. But I think it really starts with somebody reaching out to you, as I told you my story at the beginning, and making that personal connection. We can’t just realize that technology or a Web site is going to do that for us. We need to talk to people, have the conversations with the people and show them what we have to offer them.

ND: Thank you. I'm going to ask both guys to please watch Daniela a little more closely so we can get through a lot of questions because I have a large pile. Next question goes to Paul first: **What is the last book you read on leadership? What did you learn that would be helpful as ASCD president-elect, particularly in the current economic climate?**

PH: Well, that's an easy one. The last book I read on leadership I kind of talked about at Leadership Council which is *Our Iceberg is Melting* by John Kotter. I don't know if you're familiar with that book. Great little book and reference, too. And actually, I used it in my school district at an administrative retreat. And in that book, he talks about change—if you know the story—talks about change; the resistance to change. And talks about some common principles about how to lead [an] organization forward, the first one being a sense of urgency. So, what is the sense of urgency, whether it's in our district and what it is here? Certainly for ASCD, our sense of urgency is to forward our mission and our key drivers. So we're looking at that. How do you engage people? How do you celebrate those successes along the way? That's very, very important in any organization. How do you build and put together the guiding team? Certainly we have that with our Board of Directors. We have that with LC. We have that with our network communities because, as I said, we are a membership organization and we value that voice. And we need to hear that voice and have that input to go along with how we proceed and move forward. And some of the other principles, again, [are] making sure that you stick with it; that once you start down a road and continue to assess and evaluate that in a leadership role, where do we go? I like the idea of our new Strategic Plan. I mean we can take that back to our districts. We do six-year, five-year strategic plans. We made a conscious effort as the Board of Directors that our Strategic Plan is ever-evolving. It's three years rather than five years or six years. And that's in an effort to be responsive to our members and responsive to what our core mission is.

ND: Okay. Same question to Don: **What is the last book you read on leadership? What did you learn that would be helpful as ASCD president-elect, particularly in the current economic climate?**

DK: Well, believe it or not I read a book that was a third edition and some of you have heard of *Servant Leadership*. I've been an active follower and I have attended a number of workshops that have been done over the years in Indianapolis by the Robert Greenleaf Center for Servant Leadership. I am still convinced that even in a third edition the major themes are still there relative to the particular topic. Those of you who are not real familiar with servant leadership, Greenleaf says that you bring out in other leaders the leadership. Don't try to delegate or do everything yourself. You try to let loose with some things and help others. And, as you help others become leaders, you also give them the opportunity to succeed. You celebrate. And if they take a risk and they fail, you don't call them down on it, but you help them learn from it. And I think Paul and I will find that that's extremely important because we will be a leader of leaders. We will have particularly our Board. And our Board will bring a lot of talent but we're like, pretty much like, the conductor of an orchestra. We have to bring that talent together so it plays a good tune. And so the servant leadership was the real key and it serves for me because it calls for listening, communication, observation, expertise; that you know when to apply it, as well as celebration. And I think those elements are going to be extremely important in terms of working with our Board, collaborating [and] working nicely with our staff, and particularly as we're working with our Executive Director.

ND: **"How monotonous the sounds of the forest would be if the music only came from 10 birds." (Dan Bennett, comedian). In the global community, what steps would you take to hear the music?**

DK: How would I listen to those other birds? Well, number one is to get outside of myself. I can't do that by living in—the way, I live in a town called "Normal"—so, I have to get out of Normal to be able to listen. There's various ways. Of course, number one is reading. Reading is the best way of doing it. And not reading about other countries or other people, but really to listen by reading books written by people from other countries and coming that way. Because, again, if we're reading books from our viewpoint of other people written by our authors, we're again back to that earlier

problem I said: looking at the world from the United States' view. How about looking at the world from other views from things that are written by others? That is number one. Number two: what better way than trying to establish relationships with people or communication relationships with people by Internet? By all the communication online conferencing things that we have right now. It was neat because Paul and I had the opportunity to go to Australia for one visit, then in Singapore, Cambodia, and Thailand in another visit. How we now at this point communicate with people that we have left behind, but they are our friends and we are still communicating with them. And so, I think that we get to listen to more birds when we open the doors ourselves—listening, reading, communicating with people, too—so that there are more birds to listen to. Because, if we don't open the doors, we'll still hear the same 10 birds.

ND: The same question goes to Paul: **“How monotonous the sounds of the forest would be if the music only came from 10 birds.” (Dan Bennett, comedian). In the global community, what steps would you take to hear the music?**

PH: Again, I would agree with Don. You know we're on several trips right now; we've established long-lasting partnerships. One in Australia, for example, we participated in a joint conference with them. It was really great to see at this conference “Learning Beyond Boundaries,” that those folks were here from other parts of the world. And I think that the first step is an invitation to participate. I mean they need to be invited to be here, to be invited to the table as well. And, again, listening to the multiple perspectives that those people bring for our organization. I mean, our new tag line for teaching and learning: we need to live that experience with those folks. It's great to walk down the hall, to have conversations with Betsy [Lim—Singapore ASCD] and other folks from around the world, to learn about what they're doing, to bring those back and try to operationalize those in our own settings, day in and day out. So I think listening, again, is a really important skill that we both talked about before. But engagement as well, I mean engagement and involvement, talking about issues, talking about and developing partnerships, as I said before. What are their needs? You know, trying to find out how we can help them, how can they help us. To develop those long-lasting sustained partnerships, you know, not only in the United States, but around the world so that we can continue to have those conversations. And I think, by having that, we have a greater flock of birds.

ND: Thank you. We'll start the next question with Paul: **At the end of your three-year journey, what would you hope people would see as your “signature” upon the organization?**

PH: Well, it goes to legacy as well. I look at that as not just my legacy but our legacy. It's not one person; it's a collective legacy together. We're a governing Board, a Board of Directors. It's a membership organization. So, I look at that as what we have accomplished together as a team over those three years and my role as a leader. The team is sticking to our core mission. What is our Strategic Plan? How successful were we? And not only that, how significant were we? What are those measures of success? What were those measures of significance? How did we advance the organization, you know, in our own country and around the world? Who do we have and how can we look at those long-lasting partnerships? Where are our programs, products, and services? Where are we going? So, when I would look at that, I would look at our journey together and our legacy together in reference to what I would like to be known for and about after three years in a leadership role.

ND: And the question goes to Don: **At the end of your three-year journey, what would you hope people would see as your “signature” upon the organization?**

DK: I don't know that I can add much more than what Paul added to that. But maybe let me make a comment or two about that. I would hope that through that time period—and I would agree with you, Paul, it's not what we can do but maybe the legacy while we're there working with a great Board and great staff—I would hope that we would really begin to see some real solid signs of indicators of significance. You know, we're trying to push from being a successful organization to a significant organization. And so I would hope that at the end of the three years, people will look back

and say, “Gee, Don, while you were there for over those three years, we now started to see some really significant achievements on the part of children under the Whole Child Initiative. Student scores are going up. We’re seeing significant increases in student healthfulness,” and so forth. In other words, we’re seeing some strong indicators that we have started to impact significance, the level of significance, under the whole child. I would hope, too, that we —you know we do a lot for teaching and learning —and by the way, I really like the thought, I read this the other day: It said that associations of the future emphasize more on learning and less on teaching. It’s okay to promote continued education but we should really be facilitating continuous learning. Then I realized after reading that, I looked at our tag line and guess what? What’s the first word? Not “teach, learn, and lead” but “learn, teach, and lead.” And, if you think about that, continuous education versus continuous learning, continuous learning is the drive for continuous education. So I see that as kind of a key piece to this particular effort. I think I lost the question, what was the question? [audience laughter] Sometimes I feel like Sarah Palin up here: “I’m not going to answer the question but let me give you the answer.” [audience laughter] So, I hope that was a good answer.

ND: Why don’t I give you a chance at another question? You go first on this one. And the next question is: **ASCD’s Strategic Plan defines the association as a “membership organization.” In the elections we hear that less than five percent vote. How would you promote engagement in governance?**

DK: Wow. We have that problem, too, at our state level because we were down to about three percent. And, when you think about that, that’s kind of a scary part of it. I think the engagement means that we need to have a cheerleader—it’s almost like the Amway product. You have the person on top and you have people selling at the different levels. I think that has to come down as far as promoting people to want to vote and to be part of the organization. And, we do have in place the mechanisms, again, for that. We have the student chapters. We have the connected communities. We have the affiliates. We have sometimes little cohort groups that are working. And the communication to those levels being rallies by the person on top—in this case it would be the president—would be very important to try to get more engagement for that. I think I always see something almost flashing on the Web site every time you come on there saying, “You need to be more of this organization’s participation. You need to have a say in who leads it.” And then you open up that little tagline that says, “Did you vote?” or “You have three days left to vote or two days.” So all you see on the Web site, that every time somebody goes on the Web site, it says, “You have 32 days left, 31 days left, 30”—you know, like a clock reminding you? So I’m thinking is there some kind of technology that we can use, whether it’s an e-mail going out every day (of course, that would drive you nuts) “33 days left, 30” or that you don’t want to do because of the fact someone may have voted and you may have irritated them. But in this particular case, they go to the Web site and you keep flashing in front of them the importance of them to vote in this particular election for officers—not only for us—but for the Board members.

ND: Thank you. And the same question to Paul: **ASCD’s Strategic Plan defines the association as a “membership organization.” In the elections we hear that less than five percent vote. How would you promote engagement in governance?**

PH: Again, you know, when I think about that question, we also struggle with this, you know, in our own affiliate as well. But, you know, one of the things I wonder, have we ever asked the questions, “Why aren’t you? Why aren’t you voting? Why aren’t you engaged?” People in this room are here because they want to learn about the candidates. They want to learn about governance. But, have we asked the questions, “Why aren’t you voting? What’s stopping you? What’s the obstacle that’s stopping you from getting involved in [the] governance aspect of the organization?” Some people don’t like that part of it. “But, what’s stopping you from casting your vote to learn about the issues?” And, again, I agree with Don. Technology is going to help us with that. Over the years, I know that it was great when I wasn’t able to come to the Meet the Candidates Forum that I was able to go on the Web site and look at the responses from both candidates to

make an intelligent decision. The information that's put out in reference to the elections to continue to remind people that here are your slate of officers. And, again, I think we need to challenge people and build capacity for leadership as well, that when they experience some of those types of leadership roles either at the affiliate level in governance or here at ASCD, they're more apt to become engaged when it is time when those votes are very, very critical to the association. So, I think we need to ask the question. I think we continue to use and communicate with people about the importance of those elections in governance and the future of ASCD. And then into engage them.

ND: Thank you. The next question goes to you first: **What is the greatest contribution you have made to your affiliate, and how do you think that experience has prepared you to lead at the national/international level?**

PH: As I said before, I'm still a very, very active member of our affiliate. I think, you know, I'll point to a very recent accomplishment at the affiliate level for us. Our state just changed the requirements for continuing professional development certification in Pennsylvania. We had what was called "Act 48 Credits," before saying you had to get 108 credits, 180 credits over five years. Well, you could get those by going to conferences such as ASCD or doing one time things. They've changed that now. Starting in, you know, it's already started. But for the people who already have their credits, starting in 2010 now saying that it has to be in certain areas for educational leadership involved with advancing leadership skills. And it's not enough only just to go to a conference. But it has to be strung together in embedded activities in between there. So we wrestled with this issue as far as being Pennsylvania ASCD. How are we going to be a viable professional development organization for our members in our state with this new requirement? We just undertook two different things. I chair the supervision committee. Mary Ravita is here, she chairs the curriculum committee. We just established two academies that we have launched. Mary's academy just launched earlier this year and it's an academy that we had to go through a rigorous process of going through this state department of education to get approved to offer those challenging, ongoing professional development. And they have to be at least 24-hours in duration. And then on top of that, extra added activities in between those. The supervision committee was just approved. I happen to chair that. I work with some great people on that and it was a very rigorous process, as Mary would tell you as well, the first time around in our state because they weren't state approved. They weren't state sponsored. They were looking at outside organizations as not being able to provide that. But, Pennsylvania came to the table and we just got two approved in a matter of a year. So we're very, very proud of that, to be able to offer that to our members. That's what I would bring here—that tenacity to move forward in our professional development arena as well.

ND: Thank you. And the same question to Don: **What is the greatest contribution you have made to your affiliate, and how do you think that experience has prepared you to lead at the national/international level?**

DK: Well, I may have mentioned earlier I spent 27 years as either executive secretary or executive director and those of you in affiliates know how dependent folks are on executive directors or executive secretaries. So I think the greatest contribution is to be part of that leadership and facilitating the organization. And, in those 27 years, you say, "Well, what did you gain from that?" And I would really probably say it was in the last five to six years that carry over some things that I think I could bring into the ASCD level. About 2002–2003 particularly, but it was a little bit after 9/11, but the year and two years afterwards, things really got bad then. I realized it was almost a perfect storm. We had economic problems. We had fearful problems around the world. And we also had a lot of people retiring; a lot of new generation folks coming in. So, it was like, "Wow! This is a tough time to be an executive director." By the way, I came on back in 2001. So, in this particular experience, I realize that, hey, remember when I mentioned to you earlier that book *What Got You Here Won't Get You There*? That really was a philosophy that I had at that point in time because I said, you know, we're going to have to abandon some things. So we did away with our annual conferences. In fact, at one time, we used to have the annual spring conference and the annual fall conference. We did away with the conferences. Then

we realized that we did away with our journal. We realized that another journal of lesser quality in educational leadership was just another piece of paper on the table. And so, the point is that when you are under stress, you become more creative and through that last couple of years, we were one of the first affiliates to establish the bi-monthly e-mail news blast, which was called *Illinois ASCD Education Update*. And we are now starting our seventh year with that. So we've been around that for a long time. Every two weeks you get this news blast that keeps you [updated]. So we realized online things were important. We abandoned the conferences and you might ask, well, what did you do there? Well, we started the curriculum leadership development network, which is taking a pocket of people and saying, okay, let's target the people that are being missed by our association. We've got plenty of programs for principals. We've got plenty of programs for superintendents, but we don't have for curriculum people so we started a program that was designed particularly for them. And last but not least, as I'll make the point, is we built an alliance with our Illinois Principals' Association which is one of the largest associations in Illinois. If you join Illinois Principals' Association, you can add Illinois ASCD as a membership. The point is, I realized under stress, creativity is important. I will bring that to it. We went to technology to bail us out. We went to developing strategic alliances like ASCD has been doing over the last several years. And it all ended with an affiliate excellence award today which really goes back to those last five, six years of accumulating the things that were evidence as to why we were eligible and recognized as an affiliate of excellence.

ND: Thank you, Don. And the next question goes to Don first: **Worldwide growth of affiliates and partnership will continue to be an ASCD focus. As president, what would your role be in identifying where to target for ASCD growth?**

DK: Is that your question, Roland? Well, if you think of the mantra which really is our umbrella as the whole child, I think we need to look in terms of those countries that have expressed initially an interest. To do everything all around the world is going to be a major achievement. And, as Dr. Carter mentioned in the business meeting, someone asked "Why aren't you into Mexico?" Well, why aren't we into the Philippines yet? Why aren't we into South Korea, and so on? We've got to kind of go with what's happening in the areas. I think what we are starting to begin, are beginning to see is the fact that if you get one country in an area interested, those people talk to each other. And then other countries will start expressing an interest. And it seems like its effective to get that interest; of course it starts or boils down to individuals. But it seems like it's helpful if you can have some organizational group to go to. Like in Australia, we had ACEL. In some of the countries they don't have those kinds of organizations, but they have a Ministry of Education or a division of education. And I think reaching out to those is going to be very important. I think the visits that our staff people make, the visits our Board makes, the fact that we have inquiries that we received from individuals which now has been open to the connected communities, allowing those people to come in. I think it's almost like the word is getting out there. And I think as the staff, as the Board, and as president, we all have to work together to invite other countries to be part here, but to reach out to those of you who are here from other countries and encourage folks that you know are not here. Because you have your networks that they take interest and that we have the mechanisms to respond, at least in their initial levels of inquiry.

ND: Thank you. And now that question goes to Paul: **Worldwide growth of affiliates and partnership will continue to be an ASCD focus. As president, what would your role be in identifying where to target for ASCD growth?**

PH: Again, I agree with Don. We need to be strategic about what areas we're going to go into. Where, first, are people expressing an interest that they want us to come first? Instead of imposing ourselves where they might not want us or need us at this point, where have they extended an open invitation to learn, to inquire about ASCD first? I think that opens the dialogue and conversations for us to do those visits, to start sending our staff, to have conversations and to talk about what do we have to offer and what we could learn from them. Our visits certainly open those. Our partnerships that we've developed, both in Singapore and now in Australia with joint conferences. I think all of those

events and activities have opened the door for conversation first before we get to membership. As Dr. Carter said, our membership, in spite of where we are in the economy right now, continues to grow. It's being able to meet the needs of people long term. So continue to build our programs, products, and services to continue to build partnerships around the world strategically where we have an open-ended invitation to be there first. I think that's what we need to focus on and then to begin to establish those for long-lasting relationships for the organization.

ND: Thank you. And this will be our last question. So, we'll start with Paul: **Looking to the future, what goal might you have for the association five years from now?**

PH: I think looking to the future five years from now is first of all that ASCD has, as I talked about before, really gained significance in the Whole Child Initiative. I mean I saw that with my own eyes. I am passionate about that. I would love to see that in our own country. I really believe that and I really believe that we could harness our energies and make that happen. I would really like to see our efforts stepped up in the Whole Child Initiative by looking at how do we continue to work on our legislators so that they really understand the need that it's not significant for a child that if they're living in an unsafe home, an unsafe community, or unsafe school. It's not if they're not. It's not significant for the child who doesn't have good health care, does not have the proper immunizations before they come to school, does not have the wherewithal, the family, to afford appropriate health care. It's not significant for the child who we want to be engaged on a regular basis not just in school, in the family, but also in their community. It's not significant for the child that's not supported by highly effective educators day in and day out in our schools. And, it's not significant for the child that is not challenged on a day to day basis, that they have equitable opportunities for high-quality curriculum and instruction. That's where I would like us to see us five years from now.

ND: Thank you, Paul. And now the same question to Don: **Looking to the future, what goal might you have for the association five years from now?**

DK: I do know that our Strategic Plan is only three years out, but when you look at some of the drivers, they really go farther beyond that in terms of that. So, I would hope that in five years, I won't repeat the whole child because that's one of them. Secondly, we have an unbelievable stream, revenue stream of funding and we're so financially stable that everybody is jealous of us. And, thirdly, last but not least—that is our second driver and our third driver, of course—is I hope that we will become the poster boy for all education associations for engaging and connecting diverse communities that are committed to the support of learners.

ND: Thank you, gentlemen. And would you join me in thanking them? [Audience applause]