EXCELLENCE IN LEADERSHIP

Have you ever wondered why leadership seems to come easily to some people while others struggle even with modest opportunities? I'm not going to attempt an answer to that question but I would like to share some observations about excellence in leadership. These have come to me as much from mistakes as they have from successes in leadership.

Biomedical research has shown that leaders have a higher measure of serotonin than followers. This phenomena is interesting because as soon as the "leader" becomes a follower, the level drops to something equivalent to the other followers. This suggests that a part of becoming a leader is to assume a leadership role. Certainly gaining experience in leadership is an important component. How do you do that? By volunteering to help with what needs to be done that you have the time and personal motivation to do.

I'm not trying to "trick" you into volunteering work for the Society, even though that would be an excellent source of experience. In the President's Message of this Newsletter, Jane Myers tells us about the charter handbook which she prepared for us. It's a well prepared, straightforward how-to-do-it handbook for chapter officers. We have one for the International headquarter's and officers, too. There are entire books on leadership including those on parliamentary procedure (of which any aspiring leader should have a beginner's copy). All of which is to say that the tools are available for learning the "nuts & bolts". There are mentors among the leadership in most organizations as well.

So what does that leave? I believe that the most important quality or condition for excellence in leadership is proper motivation. Now what is "proper" is a question of values. I agree with Denis Waitley's Third Best Kept Secret of Total Success that our rewards in life will depend on the quality and amount of contributions we make to others. Research tends to support the idea that individuals who are intrinsically motivated are good achievers, optimists and have a positive self-concept. They do what they enjoy doing and they do it well. Naisbett says rather than order-givers, leaders empower and encourage others to help achieve a common goal.

Being nominated for membership in CSI does not require that you pass a "motivation" test but the probabilities are excellent that you have or can acquire the other requisites for leadership. With experience, some deliberate apprenticeship in volunteer service and mentoring, all that remains is the motivation. Motivation, in my experience, comes from a vision of what needs to be done that will be in good service to others as well as satisfying to my talents and interests.  

(Cont'd on p. 4)
PRESIDENT’S MESSAGE

Each time a new year begins there is cause for looking back, to reflect over what has been, as well as for looking ahead, to plan for what will be. First, let’s look back on our Society.

Chi Sigma Iota was established on January 1, 1985, and is now entering its fourth year. To put it another way, we have just celebrated our third birthday. Our membership numbered 405 on January 1, 1986, grew to 1208 by January 1, 1986 and increased to 1946 as of January 1, 1987. We have truly grown by leaps and bounds. The number of life members among us has increased from 8 to 14 and now stands at 23. Twenty-five chapters were established during 1985, 16 in 1986 and 9 more in 1987. There are currently several new chapters under development within the continental U.S. and abroad.

"Though international in scope, the activities of CSI are centered in the chapters of the Society. It is through the chapters that members are able to be active and pursue the goals of the Society to the fullest extent possible..."

"Chapters serve as links within their respective communities to promote interaction between counselor educators, students, alumni, and local professionals. They provide a forum for interaction, sharing of concerns, discussion of issues, and support for common interests. Professional development of members is of primary concern for chapters, as is service to members and to the counseling profession...".

The preceding quote is from the newly written CSI Chapter Leadership Manual and Directory. This manual has been disseminated to each chapter contact person. It is designed to provide guidelines for new and continuing chapter contacts and officers to aid in the establishment, maintenance, and operation of individual chapters. But even more than that, it is intended to help chapters reach their fullest potential for serving the needs of CSI members.

The chapter manual is essentially a step-by-step guide on how-to-establish and maintain-a-wonderful-CSI chapter. If you are a chapter officer or member and haven’t seen the manual, please get in touch with your chapter contact person. If you have ideas which will make the manual better, let me know. In the meantime, it can be a useful tool for leadership development and training within your chapter.

We’re a Society formed to recognize and promote excellence, and one fact of excellence is leadership. For additional information, see Tom Sweeney’s column in this issue – he’s well qualified to speak on the topic of leadership.

I hope to see many of you in Chicago in March and look forward, at any time, to your calls, letters, and suggestions. Best wishes to each of you for an excellent and fulfilling 1988!

Jane E. Myers
President

IMPORTANT NOTICE: PROPOSED CHANGES IN CSI BYLAWS

On page 7 are a listing of both the present and proposed changes in CSI Bylaws. These changes will be voted upon at the CSI Business Meeting on Thursday, March 22, 1988, at 3:45 p.m. in the Marquette Room of the Hilton Hotel. Please discuss these proposed changes with your chapter representative so that he/she can represent the feelings of your chapter. Be sure to take this sheet to Chicago with you and the convention schedule of CSI activities on page 8.
FROM THE CHAPTERS . . .

ALPHA UPSILON Chapter (The University of Akron) is developing a networking manual being developed that will include the professional interests, expertise and/or areas of study of the membership. The Advocacy Committee is linking with the Governmental Relations Committee of the Ohio Mental Health Counselors Association to address licensing and third party payment issues. The chapter has sponsored a number of programs including Career Night, Counseling Orientation, a Biannual Speaker's Meeting and a workshop on legal and ethical issues in counseling (co-sponsored with the Clinic for Child and Family Therapy). Member Karen Climini, with co-therapist Darrell Greene, received the first AACD Foundation Grant for research on "Predicting intensified distress in psychosocial factors for persons with acquired immune deficiency syndrome". Climini and Greene, both doctoral students at the University of Akron, also received the Distinguished Service Award from the Health Issues Task Force of Cleveland. They also presented a related research paper at the annual meeting of the American Association for Marriage and Family Therapy. Other chapter members presenting at the AAMFT meeting were Rick Shepherd (chapter president) and Lynette Way, along with Carol Pastore and John Zarski. An article based on the presentation, "Families at risk and home-based intervention: A therapist training model" will be published in the March, 1988 issue of Contemporary Family Therapy. Alpha Nu Chapter (Tuskegee University) recently initiated sixteen new members. Joyce R. Rhoden and a panel of graduate students served as facilitators for a forum on "Human responsibility: Facing the challenge of change". Nu Chapter (S.U.N.Y. at Brockport) members Nancy Kizielewicz and M. Adrienne Hawthorne presented a program for members and guests on counseling minority students. In November, another chapter program was held at the National Technical Institute for the Deaf at the Rochester Institute of Technology. The program consisted of a review and interchange of information about possible approaches to difficult case studies. Due to the very favorable response a follow-up program has been scheduled for February. In March, the chapter is sponsoring a major conference featuring CSI member and Distinguished Scholar, George Gazda. The program "Development group counseling and social life skills training is open to members and all allied health care professionals in the western New York area. Funds generated from the conference will help to endow a chapter scholarship for counselors. Chapter president Kathleen Kehs also reports that the members have found it very rewarding to a lot some time at each meeting for sharing experiences and expertise.

RHO Chapter (The University of Alabama) attended a joint meeting with the Zeta Chapter in Birmingham which featured CSI Executive Director, Tom Sweeney. Mr. Bill McFarland, Commissioner of Mental Health, was the guest speaker at the annual joint meeting with students of AACD. The chapter is also busy with its membership drive and planning an Honors Day. ZETA Chapter (University of Alabama, Birmingham) participated in a joint meeting with the Rho Chapter from The University of Alabama, Tuscaloosa and the Chi Chapter from Montevallo. Chapter members and Professor of Counselor Education, Samuel T. Gladding, was recently appointed editor of the Journal for Specialists in Group Work. ETA Chapter (University of Florida) co-sponsored a workshop, attended by over than 450 people, entitled "Recent advances in Reality Therapy" with William Glasser. CHI Chapter (University of Montevallo) four chapter members presented a program at the annual fall workshop of the Alabama Association for Counseling and Development entitled "Facing the challenge of life after graduate school in the counseling profession". Several chapter members are currently serving in leadership positions within various state counseling organizations: Allin Hartline, a counselor at Berry High School in Birmingham, is currently President of Alabama Association for Counseling and Development; Cheri Plow, a counselor with the Upward Bound Program at the University of Montevallo and President-Elect of Chi Chapter, is President-Elect of the Alabama Association for Humanistic Education and Development and La Donna Payne, Assistant to Projects Director with Student Support Services at the University of Montevallo, is currently serving as Treasurer of the Alabama Career Development Association. PHI Chapter (Longwood College) held its spring meeting during April, 1987 featuring the installation of new officers and the initiation of five new members. Jennifer Apperson, chapter advisor, spoke on "Teen-age Suicide". The fall meeting featured two chapter members who presented a program on "Computer-assisted guidance". ETA Chapter (Youngstown State University) initiated 35 new members in CSI during November 1987 at an Initiation/Reception held at the Kilcawley Center on the YSU campus. Mel Witter, Ohio University, was the featured speaker. The event was coordinated by Dee Hall Edwards, President, Janet Thorton, Treasurer, and Marge Minghetti, Secretary. On January 16, 1988, Eta chapter and the Eastern Ohio Counselor (Cont'd on p.5)
COUNSELOR LICENSURE IN THE U.S.A.: AN UPDATE

Since 1975, when Virginia adopted a counselor licensure law, the movement to obtain legal status for counselors has resulted in substantial gains. The number of states joining Virginia averaged two a year until 1985 when the number jumped to four or more each successive year. Including Massachusetts, the most recent state to enact a counselor licensing law, there are now 25 states where the counseling profession is recognized by statute. These states have acknowledged that counselors possess a unique identity with educational and training experiences that merit legal recognition. This type of recognition serves to protect the consumer and sets standards for counselors.

In spite of this progress, or because of it, several new issues have arisen. For example, there exists a certain degree of variability between the various licensing laws. According to Larry Gerstein, Chair, AACC Licensure Committee, this poses two potential problems. This variability could hamper reciprocity and create a problem in terms of parity between counseling and other professional groups. The latter problem results because states differ in terms of supervision and educational requirements for licensure, a type of inconsistency that potentially leads to differences in the services rendered a client. This situation helps maintain confusion concerning the role of the counselor in mental health. The AACC Licensure Committee is addressing this problem by formulating a "model piece of counselor licensure legislation" aimed at achieving greater consistency across the various states.

A separate but related issue pertains to third party reimbursements. Gerstein indicated the only two states, Montana and Virginia, have mandated such payments. But Gerstein also indicated that in several states counselors are receiving third party payments, the likelihood of which increases when the counselor has additional credentialing.

Earl J. Ginter

Chapter Leadership Manual and Directory

The Contents:
1) Listing of CSI
2) Statement of goals
3) Overview of international organizations structure.
4) Role and function of CSI chapters
5) Duties of officers
6) Organizations for promoting memberships and conduct initiation
7) Sample chapter ByLaws
8) Information about the "nuts and bolts" operation of a chapter.
9) Directory of chapters and contacts.

CHI SIGMA IOTA

Excellence

Believe in your dreams and help make them come true. If you do, your best will come forth and it will be more than sufficient for any responsibilities you accept. You don't have to hold an office to be a leader, just a dreamer with a burn to see it come true! Your profession, your agency, school, community organization or local neighborhood needs leaders. Let us help you in anyway that we can to acquire the skills, experience and confidence that you need to tackle what you see as a worthy project. You won't be alone long, even if you start out that way.

All good causes start out in the imagination of one or more individuals. Let your imagination be expressed and watch what can happen! Have fun!

Tom Sweeney
CSI Executive Director

INTERNATIONAL NEWS (IOTA CHAPTER)

Dr. Hamed A. El-Feky, Life Member of Chi Sigma Iota who teaches at Kuwait University, writes that he is doing special work on family methods of socialization and is interested in attending a suitable family or group counseling 1988 summer short course in the United States. Chi Sigma Iota members who have such a summer short course at their university could write to inform Dr. El-Feky of this at Kuwait University, College of Arts, Psychology Department, P.O. Box No. 23558, 13096 Kuwait.

There is one counseling course in the Psychology Department at Kuwait University, but, as yet, no graduate program in counseling. A counseling Services Center at the College of Education at Kuwait University has as its main function that of helping university students with academic problems.

As a result of work with Kuwaiti children and families, Dr. El-Feky sees a need for counselors and graduate counseling programs in Kuwait. Professor El-Feky writes that he is working on convincing the Dean of the College of Arts of the need to establish a graduate program in counseling and, consequently, to form a new chapter of Chi Sigma Iota in Kuwait.

Bea Wehrly
WHAT'S THE TYPICAL CSI CHAPTER LIKE?

Last summer, CSI chapters were surveyed concerning five major areas including memberships, activities, professional development and social opportunities to network with other professionals.

The typical chapter has conducted two initiations thus far and holds an initiation ceremony once a year. The initiation ceremony is held with a reception or banquet and is conducted in either a formal or informal atmosphere. There is generally a guest speaker whose talks have centered on the history and mission of CSI, issues in counseling, history of the counseling program or professionalism in counseling. With regard to other meetings and activities, a special program committee plans general meetings approximately four times a year. Generally these meetings include a business agenda and a guest speaker with a reception following. The chapter does not have an own newsletter, although the chapter does submit articles to the CSI Newsletter through the chapter president or secretary.

The typical chapter to the counselor education program is enhanced mainly by the professional seminars which the chapter sponsors. The chapter occasionally enhances internships, practicum and job placement and it impacts somewhat on alumni relations. Inviting local professionals to join the chapter is also important to chapter and program relations. Overall, the value of the chapter to the counselor education program includes scholarly recognition, professional activities, and social opportunities to interact.

The final segment of the survey dealt with how International CSI can become stronger and be more responsive to its members. Chapters responded with the following suggestions for strengthening the organization: (1) provide professional development programs at the state, regional and national level; (2) publish more newsletters as well as a journal, directory of members, and public relations brochures; and (3) provide opportunities for interchapter communication concerning program ideas and organizational problems. In addition to the above, the chapters believe that Headquarters could be more responsive to its members needs by providing attendance incentives for the international meeting, dues rebates, and by being available to answer questions which chapters have.

The Executive Council plans to address these issues at their next meeting and we hope that these needs will be met. A very special thanks to the chapter contact persons and presidents who responded to the survey. We sincerely appreciate the time you spent in helping us.

Tim Daly

Chapters

Association, in conjunction with the Counseling Department of YSU held a celebration commemorating the Department's 20th anniversary. Over 200 people attended the champagne brunch which was highlighted by a "roasting" of Larry DiRusso, founder of the counseling program. Two chapter members have publications that will be out this spring. Jan Gill-Wigal has written an article, "When too much is too much", to be published in the Journal of College Student Personnel and a chapter entitled, "Societal trends and adolescent behavior" in Golden and Capuzzi's Preventing adolescent suicide. Dr. Christopher Faiver is also a contributor to an upcoming book edited by Keller and Ritt, Dr. Faiver's work, "initial client contact form for use by clerical staff" will be included in the book, Innovations in clinical practice: A source book, Volume 6. In addition, an article by Chris, "Counselor trainees' self-efficacy in the choice of verbal responses", will be included in an issue of the Journal of Counseling Psychology.

(EDITORS' NOTE: If you have any information that you would like to have included in the next issue, please contact the president of your local chapter).
Dear Member:

Since this is the first issue of the Newsletter published since I was appointed Editor, I want to speak directly to the membership. Until a few months ago the task of publishing the Newsletter had been one of the many tasks of the Secretary-Treasurer. The decision by the Executive Council to separate this task and appoint an Editor is additional evidence of the continuing growth, development and significance of CSI within the counseling profession. The Newsletter represents the major source of communication among all the membership. Therefore it should reflect what the membership wants it to be.

In my recent letter to the chapter contact persons I asked for their help. With our membership rapidly approaching 2000, timely communication grows increasingly more difficult. Yet, it is exactly these expanding numbers that make this publication even more necessary. Currently, the Newsletter allows us to disseminate information, to report to the members about the business of CSI and about what is happening in the 50 CSI chapters. But it can do more.

I believe that as we continue to strive toward the stated purpose of CSI,

"to promote scholarship, research, professionalism and excellence in counseling, and to recognize high attainment in the pursuit of academic and clinical excellence in the field of counseling" (Article 1.3, CSI Bylaws)

the style and substance of the Newsletter must reflect the ever-evolving nature of both the Society and the profession of counseling. To assure that this will happen and that the Newsletter will become what you, the membership, wants it to be, I need your direct input. On the lower part of this page you will find a "Send my ideas about the newsletter to Joe form". (NOTE: This form is to be completed and mailed immediately after you have finished reading the Newsletter). Simply put my question to you is: "What do you want the Newsletter to be?"

You probably have noticed that this issue reflects some changes in both layout and production. Please let me know how you like them; any suggestions for changes; comments, any information for the Newsletter, etc. (My address is on page 2 but if you want to, call (404) 354-1020 or after hours, (404) 353-4156.

Joe Scalise
Editor, CSI Newsletter

"Send My Ideas about the Newsletter to Joe Form"

I think the newsletter should

________________________________________________________

________________________________________________________

________________________________________________________

________________________________________________________

Name: _______________________________________________________

Address: _____________________________________________________

Phone: _______________________________________________________

6
PROPOSED BYLAWS CHANGES

As CSI develops changes in its bylaws become necessary. The Executive Council has suggested the following changes. Please read and study these proposed changes carefully because your chapter representative will be voting on these proposals at the March business meeting. Articles and Sections to be considered for change are: 3.1, 3.5, 4.1.2, 4.2.1, 4.3.1, 4.5, 4.6, 5.2, 7.1, 7.3, 7.6, 7.8 and 8.2. For a complete copy of the bylaws, please write to Samuel T. Gladding, Department of Counseling, School of Education, University of Alabama at Birmingham, Birmingham, AL, 35294.

Present: 3.1 "The Society shall consist of students, faculty, alumni, professional, and honorary members."

Proposed: 3.1 "The Society shall consist of students, faculty, alumni, and professional members."

Present: 3.5 "Honorary membership in the Society shall be restricted to persons who have demonstrated excellence in scholarship, have rendered distinguished service to the profession, and have been elected to such membership in accordance with the provisions stated in these Bylaws. Honorary members shall have the right of members except they may not vote or hold an elective office."

Proposed: 3.5 delete "Honorary membership . . ." paragraph and replace it with the former 3.6 paragraph which now reads as follows: "Committee members of the Executive Committee shall consist of all who were elected to membership within two years of his origin, i.e., prior to December 31, 1986."

Present: 4.1.2 "They must have maintained an overall scholastic average of 3.5 or better (4.0 system) while enrolled in the program."

Proposed: 4.1.2 "They must have maintained an overall scholastic grade point average of 3.5 or better on a 4.0 system, or the equivalent, while enrolled in the program."

Present: 4.2.1 & 4.3.1 (referring to membership for faculty and alumni) "They must have maintained an overall scholastic average of 3.5 or better (4.0 system) or the equivalent while enrolled in the program."

Proposed: 4.2.1 & 4.3.1 They must have fulfilled the requirements of 4.2.1 above during their professional preparation programs.

Proposed: 4.5 "Honorary: Persons who have given evidence of distinguished scholarship or who have rendered distinguished professional service to counseling may be nominated to honorary membership in the Society. Nominations, including qualifications of the nominee, shall be submitted in writing to the Executive Director at least sixty days prior to the annual meeting of the Society. A two-thirds vote of the Executive Council is necessary for an affirmative decision."

Proposed: 4.5 delete "Honorary: Persons . . ." paragraph and replace it with the former 4.6 paragraph which now reads as follows: "Faculty, alumni, and professional members must be National Board Certified Counselors (NCC), or graduates of an AACD/CACREP accredited program, or be certified or licensed by comparable standards as determined by the Executive Council. These criteria (4.5) may be waived by the Council in case of international candidates."

Present: 5.2 "Nominees for honorary membership in the Society shall be voted upon by the members of the Executive Council as specified in Article 4, Section 4.5 of these Bylaws."

Proposed: 5.2 delete former paragraph "Nominees for . . . There would no longer be a Section 5.2 in the Bylaws."

Present: 7.1 "The Society officers shall consist of a president, past-president, president-elect, secretary, and executive director, ex-officio. The president and president-elect shall be elected to one-year terms. The president-elect will assume the presidency at the end of his/her predecessor’s term of office. The Secretary will be elected initially for a two-year term, following which the term will be for three years. One Council member shall be elected for a three-year term and shall represent all non-USA members. Initially, one of the two remaining Council members shall be elected for a one-year term and the other for a two-year term. Thereafter, Council members terms shall be for a two-year period and elections shall be held annually to fill one position expiring each year."

Proposed: 7.1 delete former paragraph "Nominees for . . . There would no longer be a Section 5.2 in the Bylaws."

Present: 7.1 "The Society officers shall consist of a president, president-elect, secretary, treasurer, and an executive director, ex-officio."

Proposed: 7.1.1 "The president and president-elect shall be elected to one-year terms. The president-elect will assume the presidency at the end of his/her predecessor's term of office."

Proposed: 7.1.2 "The secretary shall be elected to a two-year term. The election of the secretary will occur on alternating years with the election of the treasurer. The secretary elected in the 1987-1988 election shall serve a two-year term (May 1, 1988 to April 30, 1990)."

Proposed: 7.1.3 "The treasurer shall be elected to a two-year term. The election of the treasurer will occur on alternating years with the election of the secretary. The treasurer elected in the 1987-1988 election shall serve a three-year term (May 1, 1988 to April 30, 1990)."

Present: 7.3 "The president shall perform all duties as usually pertain to the office of president. The president will appoint all committees except the nomination committee, which will be appointed by the Executive Council, as specified in Article 8, Section 8.3 of these Bylaws."

Proposed: 7.3 "The president shall perform the following duties:

a) serve as chief executive officer of the society and chair of the Executive Council;
b) preside at all meetings of the Society;
c) appoint chairpersons and members of all committees unless otherwise specifically provided for in these Bylaws (see Article 8, Section 8.1)."

Present: 7.6 "The Executive Director, appointed by the Executive Council, shall issue

charters, and make arrangements for the installation of all chapters. He/she also shall keep a record of the members of the Society, issue new member certificates, membership and renewal cards, maintain records and report on the fiscal status of the Society, and shall publish and send to the chapters such papers and reports as deemed necessary to the good of the Society and as directed by the Executive Council."

Proposed: 7.6 "The treasurer shall perform the following duties:

a) monitor the financial activities of and for the Society;
b) develop annual budgets in consultation with the president-elect and the Executive Director;
c) present a financial report at each meeting of the Society."

Present: 7.8 "The Council member who represents non-USA members shall be the Iola Chapter contact and shall be advisor to all non-USA chapters."

Proposed: 7.8 eliminate "The Council, . . ." paragraph and replace it with the following: "The Executive Director shall maintain the Society's office, to be called 'headquarters' and shall conduct all necessary procedures to assure excellence and quality in services to members of the Society."

Present: 8.2 "The secretary shall prepare and send to each chapter a ballot for election. The nominee with the highest number of votes for each office shall be determined elected to those offices."

Proposed: 8.2 "The Executive Director shall prepare and send to each chapter a ballot for election. The nominee with the highest number of votes for each office shall be determined elected to those offices."

CSI BUSINESS MEETING
March 22, 1988
At AACD in Chicago

PLEASE TAKE THIS PAGE TO CHICAGO
The occasion of the 1988 AACD Convention in Chicago is historic in many ways for CSI. Of particular historical significance is the inauguration of the Research Awards Program, which will allow the CSI to recognize the achievements of one of its members and identify this individual to the profession. Additionally those attending the Chicago meeting will have the opportunity to learn specifics about the researcher topic of inquiry. This interchange will serve to broaden our perspectives and to learn about another's interest. The first Research Award will be announced at the CSI theme session: "Scholars Across the Generations". Hopefully, this will stimulate other CSI members to submit a variety of papers for future recognition.

Nicholas A. Vacc
Research Committee Chairperson

OTHER CSI AWARDS PRESENTED AT RECEPTION

Leadership session and business meeting: In addition to the typical activities that will occur at these sessions, CSI is requesting that chapter representatives be prepared to share an activity that has been effective for them. This could be an activity that involves a program, recruitment of new members, service to the profession or students of counseling, etc. If you can, please bring 40 copies of the description of the activity to share with other CSI chapters. This sharing is in response to requests in the recent chapter survey. Please help us by bringing along one of your chapter's successes to share.

Counseling Academic and Professional Honor Society
International

313 McCracken Hall, Ohio University, Athens, Ohio 45701