The Challenges and Opportunities of Counselor Advocacy

Scott Barstow, Director
ACA Office of Public Policy and Information

In terms of recognition, identity, and strength as a profession, counseling has come a long way. Counseling also has a long way to go. Both of these statements, while appearing to be contradictory, are true.

Accomplishments

Over the past few years, counselors have gained licensure/certification as mental health practitioners in 44 states, and that number is likely to go up soon. In 1996 counselors won licensure in Alaska and are poised to do so in Pennsylvania and New York. This year also saw Maryland’s law upgraded from certification to a practice license. Sixteen states have enacted “vendorship” or “freedom of choice” laws requiring the services of professional counselors to be either included in health insurance policies or offered by insurers as an option to employers. School counselors are credentialed by all 50 states and the District of Columbia, and in 20 states the provision of guidance and counseling services in elementary and/or secondary schools is mandated by law. In 1997, the U.S. Rehabilitation Services Administration issued regulations requiring state rehabilitation agency personnel to have as a minimum qualification a master’s degree and a Certified Rehabilitation Counselor credential.

More good news on the federal front may happen later this year. Under legislation passed this year by the U.S. Senate and pending in the House, professional counselors would for the first time be made eligible on the same basis as clinical social workers and psychologists for financial assistance under federal health professional training and support programs. Currently, counseling programs, students, and faculty are ineligible for assistance under these programs, including the national Health Service Corps loan repayment program, the minority Centers of Excellence program, and clinical traineeships under the federal Center for Mental Health Services. Enactment of this legislation, S.1754, will heighten counselors’ profile among important federal agencies.

Challenges

On the “there’s a long way to go” side of the equation, professional counselors have yet to be recognized by most public health care programs. Counselors remain shut out of Medicare and most state Medicaid programs at a time when the job market for mental health professionals is becoming increasingly tight and when public funding is limited. School counseling services are under attack in many communities from cultural conservatives, and social workers and psychologists are beginning to compete with counselors for jobs in schools. A survey conducted by the Journal Psychotherapy Finances and reported on in its May 1997 issue found that mental health therapists’ fees are gradually decreasing. Welfare reform has caused many social workers to reposition themselves as employment counselors, even though their education conspicuously omits any training in this area. Employment and career counselors are not currently well-represented among the ranks of state welfare agency employees. Counselors’ ability to administer psychological tests is restricted in 10 states and is frequently threatened in others by psychology groups. One-third of state licensure/certification laws for counselors do not provide either explicit or implicit authority to diagnose and treat mental and emotional disorders. Advocacy by counselors has made

(Continued on page 6)
A Time For Action

Bill Nemec
CSI President

For this issue of the *Exemplar*, I would like to focus my President's message on three areas. First, I would like to highlight the successful beginning of CSI's initiative on Professional Counselor Advocacy. Second, I want to encourage all CSI chapter leaders to take advantage of our Fellowship and Internship Program. Finally, I want to urge all CSI members to vote in the upcoming election of CSI International Officers.

Invitational Conference on Advocacy

The CSI Executive Council, with the collaboration of ACA, hosted a very successful counselor advocacy leadership conference in Greensboro from May 27-29. The purpose of this invitational meeting was to provide a setting where professional counseling organizations with similar interests could share visions, objectives and efforts in the area of professional counselor advocacy. Out of this convergence of ideas, all might benefit by a shared vision, a clearer idea of what's being done, what needs to be done, and what we hold as common goals in the area of professional advocacy for counselors. I believe we have made a great beginning to meeting our commitment to this critical area of professionalization.

The conference began with an excellent presentation by Braden Goetz, then Director of Public Policy and Information for ACA. The presentation, titled "An Inside/Outsider's View of the Profession Today," set an objective tone for the presentations and discussions that followed. Naomi Mandsager, CSI intern, and Jane Myers, Upsilon Nu Chi chapter advisor, then presented the results of a survey on the status of Counselor Advocacy initiatives. Sponsored by CSI and ACA, the survey described the status of counselor advocacy efforts from a broad representative of various counseling entities. Next, each of the participant organizations involved in the conference presented its organization's policies, plans, and activities in the area of counselor advocacy.

Representatives at the conference then met in focus groups where they developed and agreed upon a number of vital points. Among the agreements were those about common themes on advocacy, the desirability of collaboration in the definition of those themes, and a commitment to follow through with their implementation. There were six themes identified for further definition: a) marketplace recognition, b) interprofessional issues, c) intraprofessional issues, d) counselor education, e) research, and f) client/constituency welfare.

Among the organizations represented at the conference were the American Counseling Association, the American College Counseling Association, the Association of Counselor Education and Supervision, the Association for Multicultural Counseling and Development, the American Mental Health Counselor Association, the American Rehabilitation Counselors Association, the American School Counselor Association, the International Association for Marriage and Family Counseling, the Council for the Accreditation of Counseling and Related Educational Programs, Chi Sigma Iota, the National Board for Certified Counselors, ERICC-CASS, and the state branch of the North Carolina Counseling Association.

In addition to a report of the conference (Continued on page 16)
Update from Headquarters

Thomas J. Sweeney
CSI Executive Director

As I prepare this update, there are signs that both domestic and international news is less than encouraging. While the economy is strong, there are signs of a "correction" taking place. An increasingly global marketplace makes the world news more than academically interesting. In addition, we seem to have a crisis of leadership nationally as we struggle to transcend the political events of the last year.

CSI Promotes Advocacy

It is my pleasure to tell you that CSI continues on a steady path of growth and involvement. At its meeting in Indianapolis, the Executive Council decided to make a commitment to advocacy for the profession and those whom it serves. This was to be done in part by sponsoring an invitational leadership conference in Greensboro at the end of May. Based upon what we expected to learn, we would then develop educational materials for use by our chapters. The conference brought leaders from among all the organizations within the counseling profession. Even organizations that were unable to send a representative were surveyed for their input. In addition to a report that outlines a plan for future implementation of advocacy for the profession, a second conference was requested to meet again in December. More information is available in this issue about the conference. For those who wish to see the outcomes of the first conference, you may do so by visiting our web site, www.csi.net.org under Counselor Advocacy Leadership Conference I.

Everyone who attends the CSI Leadership training workshop or an ACA general session in San Diego will have an opportunity to participate in sessions coming out of this new initiative. In the future, chapters will have access to background and workshop materials concerning the essentials of professional advocacy for use in educating their CSI members as well as counseling students in general. As promised, we are continuing to see ways to serve members and chapters through our web site.

New Services on the Web

In addition to our on-demand database available to each chapter now, we are working on members being able to transfer from their chapter of origin to a new chapter as they move about the country or world. The forms are already available on the web; we are simply automating to expedite the process. Also in development is renewal on the web. We are arranging for a secure web server which would allow members to renew their memberships online using their charge card. Future renewal notices will indicate that this is an option. When members use this means, we will be able to automatically update their memberships, insuring that they continue to receive their Exemplar and remain eligible for awards, fellowships, and offices within their chapter and the Society. We hope to establish ways for chapters to process their new memberships through the web as well.

For those who use our web site already, you will continue to see (Continued on Page 5)
FELLOWSHIPS AND INTERNSHIPS:
An Integral Part of Chi Sigma Iota International

Mary Thomas Burke
CSI Past-President

Have you ever wondered how to become a leader in Chi Sigma Iota? I will share with you the best kept secret in CSI. Actually, the most direct way to leadership in CSI is through the Fellows and Interns Program. CSI provides a unique training and development program for all CSI Interns and Fellows. It is offered each year at the annual CSI Day during the ACA Convention Fellows and Intern Program.

The Fellows and Intern Program offers outstanding local chapter members an opportunity to develop their leadership skills through specially designed programs for graduate students and new professionals. Each year up to ten fellows and two interns are selected to attend the CSI Day at the annual ACA Convention. This is an opportunity for young professionals to get to meet the current leaders in our profession and to learn from them in a very real way.

Eligibility
Applicants for Fellows and Interns must be members in good standing of CSI and must be active in their local chapters. These applicants must be graduate students or within three years of receiving their degree. Local chapters must nominate the applicants and provide the supporting documentation.

Selection
On November 1, 1998, all local chapters will be able to download application packets from the CSI web page. Packets will not be sent through the mail. The chapter will select the strongest applicants and submit them to the Selection Committee.

Support for Fellows and Interns
A $400 grant for each Fellow or Intern selected will be provided by CSI. The local chapter from which the applicant is nominated must guarantee a $100 matching grant. This $500 will provide partial funding for the candidate to attend the most exciting leadership training that is presented by CSI.

THE CSI AWARDS PROGRAM:
Recognizing Member and Chapter Excellence

Adriana McEachern
CSI Awards Chair

One of the greatest gifts we can give to others is to recognize their accomplishments and contributions. Indeed, this is one of the primary purposes of Chi Sigma Iota International — to recognize excellence in the counseling profession. The initiation of new members into the Society is only the beginning. At its Annual Awards Ceremony held at the ACA World Conference, CSI recognizes outstanding leaders who have demonstrated excellence in counseling. Exemplary chapters and students are also recognized. All CSI members are strongly encouraged to submit nominations for the following CSI awards:

- Outstanding Chapter Awards — These include “Outstanding Newsletter,” “Outstanding Individual Program,” and “Outstanding Chapter of CSI.”
- Outstanding Member Awards — These include “Outstanding Entry Level Student,” “Outstanding Doctoral Student,” and “Outstanding Service to Chapter.”
- Outstanding Research Award
- CSI Practitioner Supervisor Award
- CSI Practitioner Award
- Thomas J. Sweeney Professional Leadership Award

Additionally, CSI presents the Fellowship and Intern awards at the Awards Ceremony.

Chapters are encouraged to submit nominations and also to conduct awards presentations at the local chapter level. All chapters should consider submitting nominees for Fellow and Intern Awards. Chapters who have never submitted nominations are especially encouraged to do so.

This year CSI chapters will be able to download the Awards Packet from the CSI web site along with the Fellowship and Intern Nominations Packet. Faculty advisors will be receiving information from headquarters in September regarding the downloading packet.

In addition to the funding, each recipient will receive a plaque with an appropriate inscription during the awards ceremony on CSI Day.

Act Now
Plan now to be a part of an exciting CSI Day in San Diego, California, in April, 1999. Ask your chapter advisor to submit applications for these prestigious awards. Don’t let this great opportunity pass without taking advantage of it.

Note to Chapters
The deadline for submitting applications is December 15, 1998. Make use of this opportunity to recognize outstanding CSI members who are potential leaders in our profession. Give leaders in CSI an opportunity to acknowledge what these young professionals have done by awarding them the opportunity to be considered for a CSI Fellowship and Internship for 1999-2000. CSI is counting on each chapter to submit at least one nomination!

Chapters, begin making your awards plans early! Start by formulating an awards committee to decide which awards will be presented, awards selection criteria, and to solicit and develop nominations for the CSI International Awards. Award packet nominations for the 1999 awards must be submitted to the CSI Awards Chair, Adriana McEachern by December 4, 1998.

Mark your calendars for the ACA World Conference that will be held in San Diego, April 12-17, 1999. You certainly will not want to miss the exciting activities planned for CSI Day. Be sure to get started identifying chapter nominees for CSI Awards and send in those nominations! If you have any questions or need further information, please contact headquarters or Dr. Adriana McEachern, CSI Awards Chair, Florida International University, University Park, ZEB 241A, Miami, FL 33199, at 305-348-2096, 305-891-7313 or E-mail, mceachern@fiu.edu.

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Getting to San Diego:
A Student’s Plan for Attending ACA’s Spring Conference

Carl Sheperis
CSI Intern

A counselor’s professional development begins as a student, and attending conferences is an important aspect of this development. There are many good reasons for a student to attend — the opportunity to network with colleagues, share ideas, and to learn about the profession — all from outside the classroom.

However, one question plagues many students: “How can I afford to go to conferences?” In March of 1999, the American Counseling Association will be holding its annual world conference in San Diego, California. With that in mind, this may be a good time to discuss some methods of funding your travel.

Your School

Often, graduate schools and counseling departments have some funding set aside for travel. It may not be enough to cover all of your expenses, but anything helps. According to Amanda Coleman, a CSI fellow from Southern Illinois University, all graduate students at SIU are eligible to receive some funding for conference travel.

At the University of Florida, students who have been accepted as presenters at a conference are eligible for a one time $300 award from the graduate school and for a smaller award from the Graduate Student Council. Take the time to find out what funding sources are available at your school.

Volunteering

Each year, ACA recruits student conference volunteers who receive free registration in return. By volunteering, students are able to interact with a large number of people at the conference and still have a great deal of free time to attend sessions and to network. Look for the calls for volunteers in Counseling Today.

Chi Sigma Iota Fellowships

As one of CSI’s interns, I know the value of a fellowship first hand. This year, CSI has increased the amount of the fellowship award to $400 with an additional $100 contribution from your local chapter. By receiving a CSI fellowship, you are not only finding a way to fund a large portion of your trip, you are also discovering an opportunity for outstanding professional development. Check with your local chapter for a fellowship application or you can download one from Chi Sigma Iota’s web page.

Local Chapter

Some chapters of Chi Sigma Iota have sponsored conference travel for one or more members. In the past, the University of Florida’s Eta chapter has helped cover room costs for conference attendees. Check with your chapter to see if there are any current funding programs or if there is a new program you can start.

Other Awards

Many other professional organizations offer stipends for students to attend conferences. Of course, stipends are competitive, but you can’t receive one if you don’t apply. Check your organization’s newsletters for more information.

Sharing Space

One of the easiest ways to cut the costs of conference travel is to share the burden with other students. One way to do this is to set up a room sharing program for your chapter. If San Diego is close enough to drive, you may want to car pool. Post flyers in your department or organize the group trip through your local chapter.

Getting to San Diego may be difficult for some students, but if you look hard enough, there are some methods of funding available. Good luck.

Update from Headquarters

(Continued from page 3)

changes over time. For example, because of our growth and a desire to keep our web site “user friendly,” we are beginning to distinguish between intra-net and inter-net uses by our members. Chapters already in operation have need of different kinds of information than aspiring chapters or members. Chapter faculty advisers and leaders are our most frequent users. They will increasingly continue to be so as all routine forms and requests from Headquarters will be downloaded from the net. The Executive Council approved two new documents for use by chapters. One is on Chapter Financial Policies. Other on Chapter Financial Policies. Both of these should be of great interest to many chapters based upon past inquires. We hope to expedite chapter access to these and other such documents through our intra-net organization of the server space. On the other hand, our technology Committee had a new project approved by the Executive Council to publish Research in Counseling Excellence using our home page. Chapters have received a request to help begin this process during the coming months. This type of source should be of interest to all counselors and will be made available as such through our main inter-net home page. This is only one of the new projects that the committee hopes to get underway as a service to all counselors.

Hope for a Strong Future

Much like the economists who observe that those who ride out the financial ups and downs by staying a steady course, we are keeping our eyes on what CSI can do to help the profession through our membership and our organization. As is true of so many issues in life, it is faith in what is fundamentally right about our profession that makes hope for a strong future possible. Through collaborative efforts and prudent use of our resources, we expect to make a positive difference now and in the future.
Counselor Advocacy

(Continued from page 1)

possible the current level of recognition and is absolutely essential for any further progress. At its most basic level, the ability to claim an identity as a professional requires the ability to practice one’s profession and to make a living doing so. Counselors’ ability to make a living is determined to a large extent by the degree of recognition afforded the profession by state, local, and federal governments. As an example, third-party payment for counseling provided to an individual requires recognition by a managed care plan or other insurer. Managed care plans are usually loathe to contract with a provider who is unlicensed, and health plans often give hiring preference to individuals who can bill Medicare and Medicaid for services rendered.

The Advocacy Mindset

Given our need to “catch up” to other professions and to withstand attacks on counselors’ ability to practice regardless of setting, counselors must be comfortable with acting as self-advocates. The hardest and most important work we need to do—enactment of licensure legislation, recognition under Medicare, and under other health and social services programs—will only get done if counselors and counseling organizations do it.

Counselors must continue to advocate on non-guild policy issues. This work is valuable in and of itself. Ironically, it also facilitates the achievement of guild-specific goals. ACA takes part in a number of coalitions which work on issues of concern to clients and consumers. Counselors, other provider groups, and consumer groups frequently find themselves engaged in legislative battle with well-financed, aggressive opponents. In these cases, “winning” may only be possible as part of a coalition. When coalition partners know that counselors are pulling their weight on these broader issues, they will be more inclined to look favorably on more counselor-specific issues.

Some counseling leaders I have talked with have expressed concern that counselors by their nature are uncomfortable advocating for themselves. Whether this is due to a desire to devote one’s time and energy to one’s clients, or to some other reason, or if this is even true, is open to conjecture. However, it is worth remembering that when a jet airliner is about to take off, flight stewards always remind passengers that in the event of an emergency which causes the oxygen masks to drop down, they should first place a mask over their own mouth before doing the same for their children. Without firm footing as health care professionals, counselors may not be given the chance to help their clients. This analogy notwithstanding, the plight of the profession is not comparable to that of an injured airplane!

Counselors can be proud of their profession, and in fact, this sense of pride is an important building block for approaching advocacy with the right attitude. Counselors should be reimbursed by Medicare. Schools should be required to have a counselor on staff. State rehabilitation agencies should be required to hire master’s-trained professional counselors. If you don’t believe it yourself, you’re going to have a hard time convincing anyone else of this. As lobbyists, ACA staff often encounter policymakers who express concern about the strength and consistency of counselor licensure laws and about counselors’ familiarity with “the medical model” and their ability to diagnose and treat emotional disorders. We are able to put these concerns to rest more readily than we ever have before, making our job much easier.

Key Ideas

Once convinced of the necessity of advocating for the profession, there are a few key ideas to keep in mind.

- **Being an advocate is simple.** State branch advocacy leaders and the American Counseling Association’s Office of Public Policy and Information have a wealth of information and resources on how to be an effective advocate—which can involve as little as sending a postcard or a “note or call and on the issues facing the profession.

- **There’s no magic bullet.** Progress on a given issue, such as recognition as independently—reimbursable providers under the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) will be made only slightly easier to achieve following other victories. State vendorship laws, school counseling requirements, licensure, Medicare reimbursement, and other policy objectives must each be achieved individually. Certain objectives are interrelated. Arguing for Medicare reimbursement is made easier by the fact that all six states have licensure laws on the books. Ultimately, however, each policy objective requires its own effort.

- **Progress takes time.** On certain issues, progress is achieved only after years of continuous concerted effort. Using the Medicare example again, clinical psychologists and clinical social workers did not achieve reimbursement as a standard part of the program until 1989, some 24 years after the program first began. State licensure fights can also take years.

- **Many, if not most, policymakers do not know who counselors are.** This fact makes it all the more important that the profession project a unified identity as much as possible. Empirical evidence and research showing counselors’ effectiveness, concrete comparisons of counselors’ and other professions’ credentials and training, and strong and consistent laws and program standards can all help demonstrate the value of counselors and the profession.

Advocacy should be a primary concern of all counseling leaders, and indeed all professional counselors, given its very direct and immediate impact on the profession. The policy goals of counselors can be attained given time, consistent and sustained energy and attention, and care.

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**Order CSI Honor Cords NOW**

Orders for honor cords for December graduation are only being taken in October and November. There will be no exceptions or orders taken in December. Orders may be placed through the web page or by contacting Headquarters.
A Closer Look at Advocacy: Counselor Advocacy Survey Preliminary Results

Naomi Mandsager
CSI Intern

Counselor advocacy is a professional area that has recently received significant attention. In May, Chi Sigma Iota International held the first of what will be a series of collaborative counselor advocacy leadership conferences. Several leading professionals attended this conference as representatives of associations and organizations concerned with counselor advocacy. Evident by the overwhelmingly positive turn-out at this conference, advocacy appears to be an area very salient to our profession. As well, in further support of counselor advocacy initiatives, the ACA Public Policy and Legislation Committee provided funding for the development of the Counselor Advocacy Survey, preliminary results of which were presented at the Counselor Advocacy Leadership Conference at the University of North Carolina at Greensboro in May. Results of this survey revealed that counselor advocacy is deemed very important to professionals in the field.

Primary Advocacy Efforts

Initial respondents of the survey were representative of several entities professionally associated with counseling with an average of 21 years of professional experience and 41 percent credentialed as LPCs. Of the organizations surveyed, 61 percent reported having a statement requiring advocacy. As well, 73 percent of respondents indicated that the focus of the organization’s advocacy efforts were toward licensed counselors. Primary advocacy efforts included use of committees/volunteers (75%), literature and information dissemination (68%), and coalitions or other advocacy groups (64%). However, overall advocacy efforts were found to be moderately successful by 56 percent of survey respondents.

Advocacy Needs, Resources, and Obstacles

Survey areas concerning advocacy needs, resources, and efforts were also assessed. Ninety-two percent of respondents identified improved public awareness as a primary current advocacy need. This was followed by the need for publicizing counseling services (78%) and assuring equal access to employment (73%). Given these needs, available resources identified for advocacy included committees/volunteers, coalitions and other groups, and a government relations liaison. Moreover, needed resources identified for advocacy included funding, training packets, and media opportunities, respectively. These results were consistent with 63 percent of respondents identifying inadequate resources as one of the primary obstacles to counselor advocacy efforts. Among the obstacles identified, respondents were asked to indicate the most significant obstacle to counselor advocacy efforts. The top three primary obstacles indicated by the respondents included lack of time, lack of funding and resources, and limited collaboration and cooperation of public policy makers. Although obstacles were identified, and perhaps in spite of them, when asked what the importance of counselor advocacy to the future of the counseling profession was, 83 percent of respondents reported that counselors advocacy was most important.

In Conclusion

Overall, preliminary results of this survey suggest that the counseling profession perceives a need for counselor advocacy initiatives that promote the development of resources and collaborative efforts that serve to facilitate organizational statements requiring advocacy, and subsequently, that serve collaborative professional advocacy efforts at large. It is exciting to note that Chi Sigma Iota International has taken the initiative to promote the development of resources and collaborative advocacy efforts given these identified needs. We are looking forward to further positive outcomes and ongoing research as a result and in response to such advocacy efforts as the Counselor Advocacy Survey and the Counselor Advocacy Leadership Conference.

CSI Proudly Thanks Donors

With their permission, we wish to publicly thank those who have been gracious in their contributions to Chi Sigma Iota in the recent past and acknowledge their commitment to excellence beyond that which is expected.

Leslie D. Riley
Alpha
Peggy Mellon
Alpha Theta
Suzette B. Feilley
Beta Mu
Jeanne A. Nicholson
Chi Delta Rho
Carolyn B. Goldsmith
Epsilon Tau
Faith Teel
Epsilon Tau
Susan M. Wilson
Kappa
Robert A. Tedesco
Lambda Nu
Barbara L. Garner-Hudak
Mu
Sandra Hilton
Sigma Beta
Wesley W. Byas
Sigma Beta
Candace T. Howard
Upsilon Nu Omicron
Katherine J. Myrick
Zeta
As we continue the series on the Academy Leaders, we hear from Drs. Carol Bobby, Judy Miranti, and Jane Myers. They share with us challenges they have faced as they assume a leadership role. This series of articles will conclude in the next issue when the Academy is asked to address “What have you learned from being a leader?”

Carol L. Bobby

“. . . the rewards will only be satisfying if the leader can successfully hurdle three fundamental challenges.”

Being in a leadership position has many rewards. Among them are prestige, honor; recognition, and the knowledge that somehow you have been chosen to make a difference. Yet the rewards will only be satisfying if the leader can successfully hurdle three fundamental challenges — learning to be flexible, knowing when to follow, and making fairness a priority.

These three challenges have personal meaning for me, because not only have I witnessed how a healthy organization will behave when its leader is flexible, can follow, and shows fairness, but I have also seen organizational havoc wreaked when a leader displays rigid reactions, has a personal agenda, and shows partiality. Chaos and backbiting quickly ensue among the membership and the damage can be long-lasting.

So let’s take a closer look at what I mean about the importance of facing up to these three challenges.

Learning to be Flexible

Everyone has heard of Murphy’s Law; that is, if something can go wrong, it will go wrong. Picture this. You are in charge of a full day meeting. You are arriving from out of town, but because of excellent staff support you are aware of all arrangements made for the room, the audio-visual aids, the hand-outs, the speakers, etc. Attention has been given to all of the important little details to make certain the day runs smoothly and in a timely manner. This is important, because the agenda is full. You are in charge and you are confident in the agenda that was meticulously planned. What could possibly go wrong?

Well, how about a blizzard?? In 1993, the year of my CSI presidency, a freak blizzard hit Atlanta, Georgia, just when the annual conference of the American Counseling Association was to begin. The city was paralyzed. The airport was shut down. Trains were stopped. The streets were a glaze of ice and walking outside was too perilous to hazard. The hotels could not provide services since their employees were stuck at home. Restaurants were shut down and finding a meal was a luxury. People who were in the city could not leave and those trying to arrive could not get in.

I ran CSI Day that year despite the blizzard. We made do with what services we had; we managed with the people who could come. Awards were presented, by-law revisions were presented, and business was completed. Things that needed to be done were accomplished. In fact, a camaraderie developed among those who were with us that day. I remember humor and good will permeating the day.

The point: If the agenda can’t be followed, don’t panic and don’t force it. If you allow for flexibility, others will follow your lead.

Knowing When to Follow

A good leader knows that it is important to listen carefully to the ideas and wishes of the members of the organization. Their ideas and wishes should direct the agenda. It is important to note that I am not saying that leaders should never have or voice opinions, ideas, or wishes. Instead, what I am saying is that good leaders do not need and probably should not claim to be the owner of the ideas. Leading an organization effectively often requires following the lead of others and helping the members reach their goals.

Several years ago, I was involved with an organization in which the chair had a personal agenda for change. The more this chair pushed for a change, the more change was resisted. The odd thing was that some change would have been a good idea, but since the idea for change was not perceived as coming from the membership, the members balked. As vice chair (and a trained counselor), I spoke with my colleague about the resistance she was experiencing. After some discussion and planning, we held a membership retreat with lots of small brainstorming groups. A funny thing happened. Some of these small groups ended up presenting some of the same recommendations for change originally desired by the chair. All the leaders needed to do at this point was to follow the leadership lead!
Personal Challenges
(Continued from page 8)

The point: Learning how to follow the ideas and the lead of others will have greater payoffs for everyone in the long run.

Making Fairness a Priority

I recently faced dealing with a very volatile issue that needed lots of time for discussion during an association's membership meeting. I had seen this issue divide the association's membership onto two sides of the fence in the previous meeting. During that meeting, I had also seen how the previous chair had been required to work extremely hard at keeping order while conflicting emotions were being shot back and forth across the room. I did not wish to find myself in those shoes when this same issue arose at my first meeting as chair of this organization. Yet I recognized that both sides of the issue had to be brought to the floor for discussion and an open hearing.

To be fair to all, I decided that the best way to bring all the conflicting beliefs and opinions about the issue to the table was to host a debate. By remembering who were most vocal members from the previous meeting, I was able to compose two debate teams and provide them with a list of questions that each should prepare to address. I also chose to have additional members serve as the moderator and time keeper, thus eliminating myself from the debate process. The rules of debate were followed, except that from the start we declared that there would be no winner. We made it clear from the beginning that the purpose of the debate was to allow the issue to be discussed, all sides heard, and that individual members would need to make decisions regarding the issue on their own.

This was a remarkable success. The membership was re-united because no side had to win or lose. The membership also got to openly hear all of the pros and cons of the issue without any side dominating. Lastly, the membership and I had fun.

The point: Regardless of how the leader may feel about an issue (and I did have an opinion on this one), the leader must insure that all sides are treated fairly and with integrity.

Judith Miranti

"The question is, can I make a contribution, and if so, where do I want to invest that time?"

Accepting a leadership role in a volunteer organization is a rewarding and fulfilling experience, one that has served to enhance my personal as well as my professional life. One of the personal challenges that I face is the art of integrating the personal and professional expectations that I have of myself. I have a high-achieving need which is often in conflict with my need for leisure and recreational refreshment. I suppose you could call me a task-oriented leader, as well as a perfectionist, since I believe that things should be done in a certain way. This is a real challenge for me. Since I am also an extrovert and collegial by nature, it is difficult to be both a perfectionist and a teamplayer. At times this seems dichotomous. So the challenge is letting go and trusting that others can do the job just as well and that the collective wisdom will prevail. And I have come to experience that it does!

Another challenge for me is the reflective side of leadership. Leadership is not only about producing but also about processing. Since I am systems trained, I have a need to see how things work together for the good of the whole. This takes time to reflect on how form follows function and how that form is organized. Being open to corrective and positive feedback necessitates a shift from my personal way of going about accomplishing tasks to a more open systems approach that allows the ebb and flow of interaction and decision-making.

As with any volunteer leadership position, there is a need to consider the time commitment with the demands and expectations of my full-time position. Ethical behavior becomes the challenge. How much time do I spend and how well do I organize that time so that the responsibilities and commitment to my full-time position are not compromised? Being a dean as well as a counselor educator, a certain amount of involvement with professional organizations is expected as part of the rank and tenure process. However, institutional commitment is essential if you are to perform the duties and responsibilities of volunteer leadership effectively.

Being a wife and mother and valuing family time together presents my greatest challenge. It is not about balancing my personal and professional life. It is about integrating all aspects that make me a complete person. Fortunately, with the support of my husband and son, I have been able to stay involved with my professional organizations that have enhanced and sustained my career. This integration has also helped me to combine my idealistic nature with a much needed touch of realism. I have to make choices about the extent of my involvement and how much time I can reasonably commit to a leadership position.

If, at any time, the cost exceeds the contribution and the reward, then it is time to retreat and reflect and then to make a responsible choice. The question is, can I make a contribution, and if so, where do I want to invest that time? Since I am not a believer in re-cycling leaders and I also believe that the life of any organization lies in nurturing its emerging leaders, I prefer, once I have served in a particular capacity and hopefully have made a contribution, to be supportive, stay involved at another level, and then move on!

A happy person is a productive professional.

(Continued on page 17)
CSI is very thankful for the willingness of our slate of candidates to run for Chi Sigma Iota president-elect and secretary for 1999-2000. CSI has had a great history of outstanding leaders over its thirteen-year history, and this group of candidates certainly continues the tradition. For the 1999-2000 slate, president-elect nominees are Edwin L. Herr and Richard L. Percy. The candidates for secretary are Jamie Carney and Brad Erford.

Read the biographical information and goal statements for each candidate before making your decision. Please note that the ballot is

Edwin L. Herr
Distinguished Professor of Education
The Pennsylvania State University
University Park, Pennsylvania

Academic and Professional Experience
Edwin L. Herr is a Distinguished Professor of Education (Counselor Education and Counseling Psychology) at The Pennsylvania State University. He is a past-president of the American Counseling Association, the National Career Development Association, and the Association for Counselor Education and Supervision. In addition to these elected offices, Herr has served on the boards of directors of IAEVG, IRTAC, and NBCC and on many committees and task forces within ACA and its divisions. He has testified in Congress in behalf of counseling legislation on some 10 occasions.

A former school and career counselor, local and state director of guidance and testing, and counselor educator in the United States, he has lectured on counseling in some 15 nations in Asia, Africa, and Europe. The recipient of many awards from ACA, NCDA, and ACES for his scholarship and research in behalf of counseling, Herr was designated a Distinguished Scholar by Chi Sigma Iota.

Goal Statement
Chi Sigma Iota, in its short but distinguished history, has become what the name of its newsletter implies: an exemplar of the most significant values undergirding the counseling profession. Chi Sigma Iota has, from its inception, stated a commitment to promoting excellence in counseling. Such an aspiration has been buttressed by commitments to the promotion of scholarship, research, professionalism, and high attainment in the pursuit of academic and clinical excellence in the field of counseling. Thus, Chi Sigma Iota has merged its pursuit of institutional excellence with its nurturement of personal excellence in behalf of the counseling profession.

Chi Sigma Iota’s history of and its aspiration for excellence in all of its functions has been manifested by

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Richard L. Percy
Associate Professor and Director
Vanderbilt University
Nashville, Tennessee

Academic and Professional Experience
Richard Percy is Associate Professor of Education and Director of the Human Development Counseling Program at Vanderbilt University. He has served as faculty advisor to the Eta Delta Chi chapter since 1987. During that time the chapter or its members have won five national awards from CSI. Percy has served two terms as president of Tennessee ACES and is a recipient of the Lawrence DeRidder Award for Outstanding Service to the Field of Counseling in Tennessee. He served two 3-year elected terms as a member of the Board of Directors of the NBCC which included a year as chair of the board. Percy has been prominent in the movement to attain licensure for professional counselors in Tennessee, serving as co-chair of the licensure committee in 1993 when the first licensure law was passed.

Percy is the author of an assessment instrument that measures parental attitudes toward children and has numerous articles published in professional journals as well as a chapter in a pediatric textbook.

Goal Statement
The onset of the millennium will offer new challenges as well as new opportunities for the counseling profession. It will be an exciting time to be in a leadership position within the profession, and I consider the office of president of Chi Sigma Iota to be one of our most important leadership positions. The emergence of the Internet as a significant repository and dispenser of information is already shaping our lives in ways we never imagined. I continue to marvel at the potential this new electronic tool for both the personal and professional growth of professional counselors. If I am elected president of Chi Sigma Iota, I hope to build upon the existing efforts to establish more information online for local chapters and their members.
1999-2000 CSI OFFICERS

Exercise your professional responsibility by marking your ballot and returning it by December 31, 1998. Your vote counts, and we need to hear from all CSI members. Thanks again to each of these nominees for their willingness to be leaders in CSI.

Bradley T. Erford
Assistant Professor
Loyola College
Baltimore, Maryland

Academic and Professional Experience
Bradley Erford is an Assistant Professor in the Education Department at Loyola College in Maryland and faculty advisor and treasurer for the Alpha Iota chapter. Erford received his doctorate in counselor education in 1993 from The University of Virginia. Before serving on the faculty at Loyola, he was a school counselor and psychologist in the Virginia public schools and maintained a private practice. Brad is co-chair of ACA's Public Awareness and Support Committee and the National Awards Committee. He also serves as chair of AAC's Program Committee and Screening Assessment Instruments Committee. Brad is currently president-elect of the Maryland Association for Counseling and Development, convention program chair, and past-president of the Maryland Association for Counselor Education and Supervision.

Goal Statement
Having had the responsibility and privilege of developing and administering budgets for state professional organizations and my local chapter, as well as for a successful private practice and business venture, I would like to draw upon my experiences in service of the Chi Sigma Iota membership as treasurer. Strong fiscal management and support for local chapters is the key to CSI's continued success as we enter the new millennium. As a strong advocate for mentoring the next generation of professional counselors, I strongly believe CSI represents what is best in our profession and in us as professionals.

Jamie S. Carney
Associate Professor
Auburn University
Auburn, Georgia

Academic and Professional Experience
Jamie S. Carney is Associate Professor at Auburn University. She organized Auburn's first CSI chapter and continues as faculty advisor. In the past she has been active in ACES serving as state president, co-chair of SACES Women's Interest Network and as ACES by-laws chair. She is currently serving as SACES parliamentarian. In the past she has represented ACA on the Graduate Student Committee and as Convention Services Coordinator at the national conference in Atlanta. Jamie has several presentations and publications on issues related to evaluation of master's-level counselors-in-training and training professionals to work with persons with HIV disease. Currently, as faculty advisor at Auburn she has established a leadership training program, mentoring process for new students, and received funding to enhance the counseling lab and provide professional development opportunities.

Goal Statement
If elected to the position of treasurer, I would be committed to assisting the organization and CSI president with the continuation of current initiatives and fiscal goals. An essential component of this would be continuing to foster connections among students, faculty, and other professionals in counseling. As within my chapter, I hope to be able to assist in efforts to provide professional development and mentoring programs for students. I believe that such opportunities facilitate both professional and personal growth and increase involvement in CSI. As treasurer I hope to make a contribution that will continue the mission established by CSI.
The Research Question: The Essence of Research

Courtland Lee

On October 21, 1997, Courtland Lee, then president of the American Counseling Association, attended Richard Hazler's Advanced Orientation to Counseling class at Ohio University. The following are some of Lee's comments on counseling research and the importance of a solid research question.

One of my class assignments at the University of Virginia has become infamous. The warning is passed from one doctoral class to another: "Look out for this assignment when you get into Lee's doctoral seminar." I require first-year doctoral students to develop a tentative dissertation proposal. When I announce the assignment, the students' eyes glaze over. "Dissertation proposal? I just got here and you want a dissertation proposal? I don't even know where my parking space is and you want me to write a dissertation proposal?" What I really want, early in their doctoral experience, is for students to start thinking in terms of a proposal and begin to understand how to formulate research questions. Despite what you may have been led to believe, doing the dissertation and conducting research are not all that difficult. The difficult part is developing a research question and having a good idea of what you really want to find.

Is There Such a Thing?

About 10 years ago at a counseling conference, Larry Loesch of the University of Florida gave an interesting presentation entitled, "Is Counseling Research an Oxymoron?" There are those who argue strongly that counseling research really is an oxymoron. On one hand, we discuss data collection and the scientific process when we talk about research and counseling, and, on the other hand, when we consider the profession, we think about counseling as a process. Can we really quantify things that are, at some level, not necessarily quantifiable?

For example, my next door neighbor is a nuclear physicist, and sometimes when we're outside doing yard work, we talk about university business and what we are involved in. This summer, he got a million dollar grant to do something related to his interest in nuclear physics, and while he was explaining his project to me, my eyes glazed over. I remember saying to him, "I have a graduate assis-
tant who is collecting self concept data." He stopped, looked at me, and said, "What exactly does that mean, self concept?" When I tried to explain what self concept is, he said, "Well, I don't mean any offense, but how do you measure that?" When I replied there are several scales to measure self concept, he replied, "That still doesn't make any sense. I don't see how you can measure self concept." In his world view, if it can't be poured into a test tube, it can't be classified. That discussion made me stop and think. We measure self concept, self adequacy, personality, work values, all kinds of things—all very soft variables. Can we really do research in counseling, can we do real research in the social sciences?

Criticisms of Counseling Research

The bottom line is this — when you think about research in counseling, you face a real challenge. Can we quantify our concepts? Are we trying to take an art form and make it into a science? Is counseling an art, or is it a science? These questions are debated back and forth. I'm not certain the issue is necessarily dichotomous, but the question is certainly begged — are we an art or a science? I have a personal bias concerning the answer to that question. When I look through journals and research articles, I find the supporting material adequate at best. Most of it is really poor. I often ask, "Why did this person even waste his time doing this research?" You know the reason. He did it because he is trying to get a promotion or tenure. Often the research has very little relevance to practitioners.

I repeat my bias that there really hasn't been a good piece of original research in counseling in at least 20 years or so. We have tended to recycle the same ideas. At some level, that is okay. It gets people promoted, including yours truly. But it begins the question. Why are we really doing research if we're just finding the same results and saying the same kinds of things in our discussions: "further research is needed," or "supports an argument," or "doesn't support an argument." Why are we doing research if every theme is a variation on the same question?

Another criticism I have about counseling research concerns the relationship between research and actual practice. Although everyone tries to pay lip service to the connection between the research and the practitioner in the discussion section of their articles, it's all really lip service. What does it truly mean when it gets down to the practice of counseling?

Doing Quality Research

So now that I've thoroughly trashed counseling research, let's talk about how we can make the best of a somewhat tenuous situation. Let's talk about how you, as doctoral students, can do quality research. When I was a doctoral student, I was taught that the most important thing to consider when you think about research is "the research question." For me, that is the essence of research. You've really got to come up with a question that is narrowly focused and researchable.

So let's talk about what is on your minds, what intriguces you as you get into the literature, and what kinds of questions you're beginning to formulate. The biggest challenge is trying to take some obscure notions and turn them into something that has a focus to it. If you can do that, the rest is easy. You just plug something into the computer, stuff comes out, you write it up, and you defend it.

Searching for Research Questions

(At this point students discussed various areas of interest for research. One student described her interest in the issue of impairment in counselors.)

Let's talk about that interesting subject. First of all, what is an impaired counselor? How do we identify a counselor who is impaired? Are you making an assumption that there are benchmarks that identify an impaired one? What are the identifiers? What are some factors that caused the impairment? Assuming you have done some reading about this, you know something about the subject. Is there anything in the literature to suggest that counselors who reside in northern Ohio become impaired more than counselors in southern Ohio? To lead you to believe that African-American counselors become impaired more than European-American counselors?

(Continued on page 13)
The Essence of Research

(Continued from page 12)

research for use by students and professionals; (4) it will help to stimulate needed research in counseling; and (5) it will provide a data base for students and prospective students or research topics completed in institutions that have CSI chapters.

All submissions will be reviewed by the editor of the Excellence in Counseling Research publication and one or more members of the CSI Academy of Leaders for Excellence. The Academy members comprise the editorial board for this publication. In addition to reviewing the abstracts to assure that they are readable and easily understood, the editorial board will provide feedback on appropriate content listings for the directory and index.

Dissertations and theses will be indexed by chapter, university, and content area, with hypertext mail to

Chi Sigma Iota is pleased to announce the development of a new web-based publication, Excellence in Counseling Research. The contents will include a "directory" of doctoral dissertations and master's degree theses (i.e., research projects, not scholarly papers) completed by students at institutions that have CSI chapters.

The goal of this new publication, initiated through the CSI Technology Committee, is to obtain a listing of all dissertations and theses completed by students in CSI chapters since the inception of Chi Sigma Iota in 1985. This directory will be beneficial in a number of ways: (1) it will provide a forum to showcase research by members of CSI; (2) it will support CSI chapters by providing publicity for research by chapter members; (3) it will provide a data base of counseling

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VALUABLE RESOURCES: Advice for Involving Alumni and Professional Members

Sondra Smith, Associate Editor
Belinda Stewart, President-elect of Alpha Chi Chapter

Valuable Resources

Many chapters are finding unique ways to keep alumni members involved in their organization. The Alpha Chi chapter of Chi Sigma Iota at Louisiana State University, under the advisement of Dr. David Spruill, has been effective in involving its alumni by offering a monthly meeting which begins with a social time followed by a professional development speaker. Further, many of the executive board members are graduates of the counseling program at Louisiana State University. The chapter enjoys the participation of its alumni members and considers their continued membership an important chapter resource. So Alpha Chi consulted other chapters for advice on how to increase the involvement of alumni and other professional members. The following represents the “best advice” from representatives of several chapters regarding how to recruit and involve alumni members.

Beta Chi’s Advice

Jeffrey Mostade, past Chi Sigma Iota intern and past-president of Beta Chi chapter at John Carroll University, indicated that their chapter is “very interested in keeping its professional and nonacademic members involved, heard, and satisfied.” Mostade offered these words in favor of involving alumni and other professional members, “Currently, professional members serve on committees and often serve as institutional memory between the onset of a project and its completion a year or so later. Graduate school provides a bit of transitional involvement in the chapter and professional members provide a vital source of stability.” We could not have said it better.

One attempt by the Beta Chi chapter will be to invite all graduates of the chapter to a reunion dinner honoring influential post graduates and faculty of their program. During the reunion dinner, an invitation for professional membership and involvement in the chapter will be issued. Not only is the planned event expected to increase involvement of professional members, but the proceeds generated from the event will go toward the Beta Chi Scholarship Fund.

Eta Chi’s Advice

According to Andy Finch, who served as president-elect, president, and past-president of the Eta Chi chapter as a postgraduate, Vanderbilt University’s chapter truly involves its alumni. Eta Chi’s executive board is currently comprised of students and alumni. Professionals are a resource for current students, and alumni are informed about continuing education opportunities. In addition, Eta Chi has an up-to-date mailing list through which all alumni receive the chapter newsletter and are encouraged to submit articles. The mailing list is also used to elicit suggestions from alumni for chapter activities and professional development topics of interest to practitioners. Alumni are invited to monthly meetings with speakers. Finch reports that alumni from the last three years continue to attend and often speak at these meetings. Finally, alumni members of Eta Chi chapter are eligible for financial assistance to attend the ACA conference each year. According to Finch, “This serves as a wonderful incentive for alumni and professional members to keep their memberships current.”

Alpha Mu’s Advice

Dr. Sandra Lopez-Baez at Walsh College forwarded these ideas from the Alpha Mu chapter. The alumni sponsors a book scholarship to benefit students in financial need. Through this scholarship, alumni members aid students by subsidizing textbooks for one semester. Professional members of Alpha Mu have continued to remain active in the chapter by creating a “survival book” containing various information concerning the profession. In addition, the chapter alumni at Walsh College also serve as mentors for students entering the program.

Other Advice

Other chapters who report involving alumni members include the Alpha Eta chapter of the University of New Orleans, the Alpha chapter of Ohio University, and the Gamma Zeta chapter of the State University of West Georgia. Alpha Eta involves its professional members by encouraging them to remain involved in committees and serve on the executive board. In addition, Alpha Eta recently invited Dr. June Williams, an alumnus of the program and assistant director of the counseling center at Southeastern Louisiana University, to host a professional development lecture which was extremely beneficial for both alumni and student members. Alpha chapter of Ohio University sends their quarterly newsletter to all chapter alumni. Ken McCurdy states that as a result of this correspondence, more alumni renewed their membership and increased their chapter involvement. The newsletter has a regular column which features articles written and submitted by alumni practitioners. Jeff Hughes of the Gamma Zeta chapter at State University of West Georgia stated that though their chapter is still in the process of beginning a chapter newsletter, professionals and alumni members are encouraged to submit and present a topic in their area of expertise.

Conclusion

In summary, several ideas have been presented to involve professional members and alumni in CSI chapters.

• Correspond consistently with alumni through newsletters or mailings.
• Ask for alumni input into chapter activities.
• Recruit alumni for committee and executive board positions.
• Invite alumni to present/attend at professional development activities.
• Recognize the contributions alumni make to the counseling profession.
• Plan opportunities for alumni and students to share resources and enjoyment.

It is hoped that you, as faculty advisors, students, and alumni will use this advice to stimulate thinking about involving alumni and other professional members in your chapter activities. They are a valuable resource and may be integral to your chapter activities.
Chapter Happenings

June Williams
CSI Associate Editor

Alpha Eta Chapter

Alpha Eta chapter at the University of New Orleans had a very busy spring 1998 semester. In March, a general membership meeting featured guest speaker Dean Sunseri who presented on “The Voices Within,” a counseling treatment concept. In April, the chapter and LAMCD co-sponsored a spring symposium with the theme of “Open the Door.” Several excellent workshops were presented by dynamic speakers.

In May, the annual induction ceremony and luncheon was held at Roje’s Restaurant in New Orleans. Dr. Thomas J. Sweeney, Executive Director of Chi Sigma Iota, was guest speaker. Thirty-seven new members were initiated and installation of the 1998-99 executive board members took place. Also in May, the Alpha Eta chapter provided assistance at the UNO Counseling Graduate Program Spring 1998 Graduation Celebration. Alpha Eta Chapter awards were bestowed to Dr. Alice Cryer-Sumler, Outstanding Graduate; Dr. Diana Hulse-Killacky, Outstanding Faculty; and Dr. Alice Cryer-Sumler, CSI Presidential Award for 1997-98.

On July 11th an evening social was held for Dr. Courtland Lee at the home of Dr. Barbara Herlihy. The Mardi Gras theme provided a festive and fun atmosphere for this well-attended and memorable event. Former and current UNO students were afforded the opportunity to meet and chat with Dr. Lee, as well as with professors and students from three local university counseling programs. The social was a very successful collaboration by the Chi Sigma Iota chapters and student organizations from University of New Orleans, Loyola, and Our Lady of Holy Cross College.

Submitted by Sola M. Kippers, president

Alpha Theta Chapter

Alpha Theta chapter at California State University at Bakersfield had a busy 97-98 year. We inducted nine new members into the chapter and presented four seminars to students and the counseling community. In the fall of 1997, the chapter sponsored a workshop by Dr. James P. Trotzer on “Treating Violence and Conflict in Families.” At Christmas, the chapter had a luncheon and heard speaker Dr. Sari Dworkin present a talk and slide show on mental health services in Russia. Along with that presentation, the chapter held a book drive of old mental health textbooks. Over twenty boxes of counseling textbooks were sent to Dr. Elena Esenina at Ivanovo State University in Russia. In the spring, Dr. Samuel Gladding presented a seminar on “Keeping Creativity Alive in a Age of Managed Care.” In April, the chapter sponsored Dr. Susan Rapley discussing “Treatment Issues in Sexuality and Intimacy with Couples.”

Submitted by Kate Mackey, membership chair

Beta Chapter

This has been a busy summer for the Beta chapter at the University of Florida. We have just adopted new chapter by-laws. We are in the process of developing a chapter web page and will be publishing our chapter newsletter on the web in the hope of making it more widely available and also to save money and trees. We are also planning a career fair which we will be hosting for the first time this year. Even as the new school year is beginning, we are in the middle of organizing new committees and planning activities.

Beta chapter’s 1997-1998 award winners were honored at our July 25th meeting. After the initiation of new members, the following members were honored: Outstanding Entry-Level Student, Kalili Bechler; Outstanding Doctoral Student, Carls Sheperis; Outstanding Research, Suni Peterson; Outstanding Service to Chapter, Carl Sheperis; Jean Boardman Humanitarian Award, Judy Levine; Outstanding Practitioner, Laura Whittinghill; and Outstanding Practitioner Supervisor, Laura Peterson.

Submitted by J.D. Wallis, secretary

Iota Phi Chapter

By most any measure, the international conference in counseling (Global Perspectives in Counseling and Development and the Challenges of the 21st Century) held on May 18-20, 1998, in the Philippines was a success. CSI Executive Director Thomas J. Sweeney and Jane E. Myers were keynote and inspirational speakers, respectively. The twin crises plaguing Southeast Asia did not prevent counselors and administrators from meeting together to discuss global perspectives in counseling and development. The conference highlighted the counselors’ desire to be united in delivering counseling services. Two counseling organizations, Iota Phi and the Philippine Guidance and Counseling Association (PGCA), combined their resources to make the international conference possible.

A regional conference in counseling on the same theme as the international conference will be held on October 16-17, 1998, at the University of St. La Salle in Bacolod City, Philippines. This will give guidance counselors in Western Visayas the opportunity to receive information and training they missed during the international conference.

Submitted by Ging Cervera, president

Kappa Zetta Chapter

As a first-year chapter, Kappa Zetta at the University of Memphis has had a productive and busy year. Some of our many activities have included a Halloween bake sale and a resume workshop. Dr. Samuel Gladding came to Memphis to conduct a workshop on play therapy and was the keynote speaker at our first initiation ceremony. We were proud to induct 32 mem-

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Chapter Happenings
(Continued from page 15)

ers into the Kappa Zetta chapter. In the spring we held a workshop on utilizing effective techniques when working with domestic violence cases. We ended the school year with a "summer send-off" and the election of the new officers. Most recently, both past and present officers met to discuss organizational issues and develop leadership qualities to enhance the teamwork of the executive board.

Submitted by Amy Torgerson, president-elect

Nu Chapter

Nu Chapter at SUNY Brockport has several activities/seminars planned for the coming academic year. In September, Dr. Signe Kastberg will provide a presentation based on her dissertation on "Women from Blue Collar Backgrounds in Higher Education." In November, Dr. William Watson will speak on "Integrating Spirituality into Counseling Practice." In January, a presentation will be held on using computers in counseling, and some ideas for March include a presentation by AIDS Rochester on Understanding AIDS in the 90s and a seminar on Satanic cults.

A Time For Action
(Continued from page 2)

ence which is available on our web site (www.csi-net.org), CSI was asked to reconvene the organizations for a second conference that will be held Dec. 10-12, 1998. The purpose of the second meeting is to revisit the themes, develop goals and objectives for achieving each theme, establish time lines, and identify resources for their implementation. I continue to be convinced that learning how to advocate for the counseling profession is a leadership skill that is worthy of the attention of CSI.

Fellowship and Internship Program

While CSI continues to experience exceptional growth in membership and new chapters throughout the country and world, I am concerned about the relatively few chapters that nominate members for fellowships and internships. One of the ways CSI impacts new members with leadership potential is the opportunity of being awarded a fellowship to attend and participate in the annual ACA World Conference, including the CSI annual meeting and CSI leadership development training. From those selected as fellows, two individuals are selected as CSI interns to assist the CSI Executive Council and committee chairs in their leadership initiatives throughout the year. Many of our CSI fellows and interns have gone on to assume leadership roles in their local chapters and in the counseling profession. The increasing costs of attending the national convention may be discouraging interest in submitting nominations. Therefore, CSI has increased the stipend awarded for the fellows and interns from $300 to $400. I encourage all chapters to take advantage of this excellent leadership development opportunity.

Submitted by Debbie Fister, program chair

Upsilon Nu Chi Chapter

Upsilon Nu Chi chapter at the University of North Carolina at Greensboro just completed a busy week of activities for the new year. We recently held a Leadership Training and Strategic Planning meeting for the executive council in order to prepare for our year together. Our first two events of the year included a fall picnic and a membership meeting featuring one of our Upsilon Nu Chi Scholars, Dr. Moshe Tatar, from Israel.

Plans for the fall, winter, and spring include several professional development programs and service activities, supporting and assisting with the Counselor Advocacy Conference, spring initiation, on-going leadership training, a talent show, and our annual auction fund raiser. We also collaborate with the Counselor Education Student Association on many activities that enhance and support our counselor education program at UNCG.

Submitted by Naomi Ann Mand-sager, president

Upsilon Sigma Chi Chapter

Under the leadership of the new president, Marsha E. Boveja, the Upsilon Sigma Chi chapter at the University of South Carolina is now a registered organization with the university and will be eligible for funds for year 1999-2000. The chapter has also organized several workshops. Two are speakers from the community, one discussing "Play Therapy with Abused Children," and the other discussing "Grief Counseling with Families." The chapter has also requested Dr. Samuel Gladding for a guest speaker for the fall. A new brochure was recently developed and distributed that describes the benefits of being a CSI member through our chapter. We also plan to continue with a mentoring program that has been a great success in our community. Finally, we are in the process of developing a web page for our chapter. We are looking forward to all of these upcoming activities.

Submitted by Marsha E. Boveja, president

Send Chapter Information

All chapters are encouraged to send copies of their newsletters or information concerning their chapter activities to Dr. June Williams, Southeastern Louisiana University, SLU 310, Hammond, LA 70402 or e-mail them to jwilliams@selu.edu.

CSI Elections

I appeal to every CSI member to exercise your right and responsibility to vote in the current election of officers. We are fortunate as an organization to have a slate of outstanding professionals seeking the offices of president-elect and treasurer-elect. These individuals are eminently qualified and willing to commit their time, energy and leadership to CSI. All too often, few individuals take the effort to cast a ballot. As members of a professional honor society, we in particular should exercise our privilege to elect our leaders. Take the time to read about the candidates and their vision for CSI. Discuss them at your meetings, and above all tear out the ballot in this newsletter and V-O-T-E.

As we begin this academic year, I wish each of you a successful and exciting year. I'm grateful for the support, friendship and mentoring I have received, and I look forward to serving you this year.

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Dr.Myrewishestoexpressappreci­ ationtothemembersoftheTechnol­ ogyCommitteeforthehirassistancein developingthefinalpolicy.Thesepersons includeDr.Veripope,facultyadvisor, SigmaEpsilonsigmaChapter, SoutheastMissouriStateUniversity; Mr.ChadRoyal,president,Nu SigmaChiChapter,NorthCarolina StateUniversity;andCarlSherperis, CSIintern, andpresident,Betachap­ ter, UniversityofFlorida.

PersonalChallenges
(Continuedfrompage9)

Jane Myers

"We need to plan our time wisely and balance our personal reserves of energy to assure that we spend more than a little "quality time" with those most dear to our hearts and our lives."

It is important for all leaders and emerging leaders to ask themselves the following question: What are the personal challenges you face when you assume a leadership role? The answer to this question will help determine your readiness to accept leadership roles, your potential success in those roles, and how you will respond, on a personal level, to the challenges of leadership. For me, the answer lies in my paradigm of the counseling profession.

Counseling is a developmental profession that focuses on positive growth and change. From a wellness perspective, counselors are viewed as facilitators of optimum human development and functioning. We cannot be effective facilitators unless we first engage in a process of self­evaluation and develop an ongoing commitment to positive personal growth. We cannot be effective leaders unless we first commit ourselves to personal wellness. The wellness paradigm described in an earlier edition of the Exemplar (see also Sweeney & Whitmer, 1991; Witmer, Sweeney & Myers, 1997) is one which I find useful in understanding counseling as well as the personal challenges faced by counselors and by leaders in our profession. This paradigm is presented in a globe that includes five components of healthy functioning. These are spirituality, work, friendship, love, and self-direction. Each component can be the basis for understanding part of the personal challenge of leadership.

Spirituality, the core of wellness, includes having a strong sense of meaning and purpose in life, as well as a sense of hope and optimism for the future. One of the first challenges of leadership, then, is to examine both our personal goals for becoming a leader and the professional goals to which we must then make a commitment. We must ask ourselves why we wish to be in a leadership position. Do we engage in leadership to meet with others, to avoid the boredom of a daily routine, or for a line on our vita? Do we choose leadership to meet our own needs or the needs of others? Are we hopeful that we can make a positive difference? As we look at the purpose of the organization in which we wish to serve, do we clearly see ourselves as committed to that purpose, or would our talents best be devoted to some other organization, to some other goal?

Many people find leadership roles to be an important means of establishing and maintaining friendships with others in an organization. If social contacts are the only reason for our involvement, however, we must ask ourselves if we serve to help meet the purposes of the organization or to meet our own needs for involvement with others. I have found my leadership roles to be the source of many lasting friendships. Hopefully those friendships have been a by­product of leadership rather than its purpose.

Leadership can be lots of fun, and it can be lots of work. We need to plan our time wisely and balance our personal reserves of energy to assure that we spend more than a little "quality time" with those most dear to our hearts and our lives. We need to count ourselves as among those "most dear." In so doing, we can prepare for, engage in, and complete our leadership roles with recognition and appreciation of the personal challenges involved, while using those challenges as the basis for furthering our own wellness and that of those we serve through our leadership.

References


Faculty Advisor Highlight

Dr. Alan Davis: Perspectives from Montana

Toilynn Carson
Epsilon Tau Chapter

Dr. Alan Davis is Associate Professor and coordinator of the Rehabilitation Counselor Education program in the Department of Counseling and Human Service at Montana State University-Billings. He is faculty advisor of Epsilon Mu Chi, a position he has held since chartering the chapter six years ago. EMC has evolved as a very democratic chapter that has done an effective job of keeping its professional members involved. Professional members remain active as EMC has made it a priority to provide continuing education opportunities. Further they invite community support by coordinating local fund raisers, including for example, a reggae concert. Dr. Davis' philosophies that have so successfully created a democratic, inclusive environment in this chapter can be evidenced in his approach to his positions as faculty advisor, faculty member, and counselor.

As a Counselor in Montana

Montana recently has had connections to some very high profile media events: the Unabomber, the Freeman trial, and the Washington, D.C. state capitol shooter. With Billings, population 115,000, being the largest community in the state, there is a lot of untouched territory that seems to provide an escape that attracts these "politically extreme, loner types," Dr. Davis explained. Counselors there are summarizing that the state's very strengths, its vast beauty and space, are also its weaknesses for some people.

Dr. Davis said the state also has been faced with several school shooting threats. Along with these threats, the number of problem teens and low achievement scores are all indicators that school counselors need to be made a priority in schools’ budgets. Another suggestion he has for curtailing the social problems found within schools today is through programs like the national Helpers Organization which helps school counselors train peer counselors to identify and assist troubled students. This collaboration has been found to be effective as these peer counselors are often less threatening for students to talk with than adults.

Thoughts on Being an Effective Counselor

Dr. Davis shared his thoughts about the necessary ingredients for being an effective counselor. He said, "The primary ingredient for being an effective counselor is that one has to have self-sustaining optimism. This means that a person has to believe that what we do as counselors can be effective and that conditions can be improved through the efforts of people." Further, Dr. Davis discussed some very interesting research he has done with counselors. Dr. Davis found that if counselors remain in the field five years postgraduate, then they often stay in the field over 20 years. He added, "The determining factor for counselors making it beyond five years in this field is that they never stop believing in the effectiveness of what we do, despite the realizations that occur during the initial five years [i.e., lack of support, financial hardships, and fact we are here to encourage (not force, ensure, or even see) client recovery]."

Thoughts on Being an Effective Leader

Dr. Davis' thoughts about the ingredients for an effective leader are just as compelling. Poignantly, he stated, "An effective leader is someone who has learned how to make the most out of being a follower." "To do this," he elaborated, "one has to first learn the fundamental experience of investment. This means that the potential leader has 'gotten in the trenches' him/herself, knows the importance of commitment, and what it costs to be a follower. Second, the potential leader must have experience with teamwork and collaboration and through this has learned about and respects the worth and individuality of people."

Edwin L. Herr

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excellence in all of its functions has been manifested by other values important to counseling. Among them are inclusiveness in its membership by professional setting and by cultural background. CSI has welcomed those who are and those who want to be professionals in counseling whose academic and professional records indicate the pursuit of excellence. In so doing CSI has demonstrated its commitment to counseling as a community of professionals dedicated to service to children, youth, and adults regardless of where and with whom they practice.

Chi Sigma Iota's commitment to excellence and to inclusiveness has been supported by its emphasis on leadership development for the counseling profession. This commitment is manifested in workshops, fellowships, internships and contributions of distinguished scholars and the Academy of Leaders at the chapter level, the regional level, and at the international level. All of these activities combine to identify, empower, and provide the outcomes to which leaders of the counseling profession might dedicate their learning and energy.

While there is much more to be said about CSI's legacy, advocacy, and influence in the counseling profession, suffice it to say that if I were elected president, I would support the current initiatives now underway and initiatives yet to be fully implemented. In the former category, I would strongly support the Academy of Leaders, leadership development, diversity initiatives, and the full implementation of the regional structure. Further, I would promote the implementation of the Standards for Telecommunications Activities and the other activities of the Technology Committee in serving members, expanded use of strategic planning, the extension of CSI chapters to selected international sites, continued cooperation with other professional organizations (e.g., ACA, ACES, NBCC, ERIC-CASS) on behalf of advancing advocacy for and the excellence of the counseling profession, and increased support for inquiry into the science and the art of counseling. In sum, I would aspire to reflect in my role as president the values of excellence, inclusiveness, and leadership that have come to characterize the legacy of Chi Sigma Iota.
Book Review

Developing As A Professional
Amanda Coleman
Delta Chapter

Finding Your Way As a Counselor

As professionals in the counseling field, we deal with many trials and tribulations. In order to do an effective job, we have to remember to take care of ourselves. I find that networking, especially through professional conferences, is a great tool to invigorate myself and to prevent myself from feeling alone. However, for whatever reason, I cannot always attend these events. This book allowed me to feel as though I was networking with the authors, learning from and about their experiences.

History
In Counseling Today, the American Counseling Association’s newspaper, there is a column, “Finding Your Way,” which addresses situations we may face as counselors. It allows issues that were previously not discussed to be explored. Dr. Kottler began this column in 1992; this book is a compilation of some of the best of these essays.

Overview
Divided into eight sections, each of the 39 chapters tells its own story. Part I discusses experiences the beginning counselor may face, such as dealing with feelings of inadequacy. Issues such as managed care and the power of the licensing board are explored in Part II. In the next section, counselors discuss personal events which have additionally shaped their professional lives. Next, stories of success are shared. Part V deals with continuing development as a professional; additional learning and ethics are a few of the topics included. In the sixth section, three chapters address issues of recognition and self-promotion. The essays in Part VII are about the journeys the authors experienced before they entered the counseling field. The final section suggests the importance of networking and helping one another.

My Reactions
During the summer, I began my internship. I faced feelings of excitement, happiness, and joy, as well as inadequacy and doubt. I realized my professional life would bring successes and failures. This book provided me with a feeling of universality; it reminded me we all face similar difficulties. It additionally increased my motivation and truly inspired me to be the best professional I can be. I believe this book is an excellent class supplement, especially for those courses requiring interaction with clients, such as practicum and internship. It can also serve as a reality check for the practicing counselor. I will keep this book in my desk drawer for those days when I am doubting my abilities as a counselor as a resource for extra motivation and enthusiasm.

Richard L. Percy
(Continued from page 10)

Because Chi Sigma Iota will only be as strong and vital as its individual chapters, I favor continued efforts to impact every existing chapter as well as establishing workable strategies for developing new chapters. The retention of graduate students in their local chapters once they graduate is a high priority. The percentage of members who become inactive after they leave their training programs is problematic. We must find ways to retain these new professionals, not only for their own professional growth and development but also so that they may serve in leadership and mentoring positions within their chapters. They represent a resource we cannot afford to lose.

There are many exciting and valuable things going on at the local chapter level, and it is very difficult to promote and share these experiences through the Exemplar because of its quarterly publication schedule. I see continuing education and professional development as a primary way for Chi Sigma Iota to serve its membership. As each local chapter is aided in its development of its linkage to the international CSI web page, a network is put in place that will enable CSI to become a primary resource for all practicing counselors.

I believe the recent efforts to establish regional groupings for local chapters is exciting, and I would support further development of this concept. The greatest potential for the exchange of programs, resources, and ideas between chapters exists through these regional networks.

My chapter has won five national awards from Chi Sigma Iota in the past four years. I have been successful in leading our membership from a struggling organization with few members and no resources to one that is now among the leaders. I am excited about the opportunity to take on the challenges that are facing our organization at the national level. These elections are your opportunity to shape both our organization and the profession as we move into the 21st century. Be sure to vote!

Welcome New Chapters
Welcome to the following new Chi Sigma Iota Chapters.

Nu Chi Chi
North Carolina Central University
Sigma Rho Sigma
Sul Ross State University
Chi Sigma Phi
California State University - Fresno
Submissions Requested: The Mentorship Experience

Who have the mentors been in your life? Was there a certain mentor who influenced you as you trained to become a counselor? As a professional, do you still have a mentor who continues to offer guidance? Are you the person that you are because of the presence of a particular mentor? Have you had different mentors—ones who influenced you personally, professionally, spiritually, as a man or as a woman?

Every three years, the CSI Exemplar publishes a special edition with a focus on a particular aspect of being a counselor. In 1999, the theme for the special edition will be "Mentoring: Relationships of Connection and Empowerment."

CSI members are invited to submit a short, personal narrative of 350 words or less which describes an event, moment, thought, or experience shared with a mentor which has influenced who you are as a counselor or as a person. The event does not have to be earth-shattering. It may have been a simple conversation, some words of advice, an invitation. The moment may not have been of great consequence or notice to the mentor, but to you, it was one which impacted you and which continues to influence you today.

Submissions by students, practitioners, and counselor educators are invited and encouraged. They can be mailed to Cathy Woodyard, Counseling and Consulting Associates, 1216 N. Central Expressway, Suite 104, McKinney, TX 75070 or sent by E-mail to cwoodyard@texoma.net. Submissions will be accepted until January 1, 1999.

Dues Increase January 1, 1999!

The Executive Council decided at its last meeting that a dues increase was needed to continue CSI’s several new initiatives including that associated with our commitment to counselor advocacy as reported elsewhere in this issue. Chapters also have expressed a desire for an increase in the rebates that many use for their annual activities in lieu of local dues. As a consequence, chapter rebates will be increased to $7 per active member who renews after January 1, 1999, when the individual member dues will increase to $30 for renewal and $35 for new memberships. Renewals before January 1 will be $25 and chapters will continue to receive a $6 rebate for those members.

Life memberships will be increased January 1, 2000, from the present $250 to $500. This constitutes the first major change in life memberships since the inception of CSI in 1985 when it was $200. The Executive Council has approved a new Foundation for Counseling Excellence to be established in the coming year. More will be shared about this initiative in the next issue.