Training Professionals in Latvia

By Nancy Sherman
CSI President-elect

Labdien From Latvia!
Labdien from Latvia! What an experience we are having here in Riga. I am teaching at the Higher School of Social Work and Social Pedagogy “Attistiba.” It has taken a while but I have learned that social pedagogues are mostly like school social workers. The helping professions are in their infancy in Latvia, which only became an independent country from the USSR in 1991. There is no counseling profession and social work and psychology are less than 10 years old. As I learn about the system, the differences and similarities fascinate me! My students are very curious about America and our systems. The school uses a module system and I have taught two sub-modules so far consisting of social work practice theories (basically the same as counseling theories) and social work practices (the helping process). The sub-modules are three days long, from 10 to 5. This is quite a challenge for me! My first group of 18 undergraduate students range in age from 40 – 60 and most are working as social workers, some even directors of programs, with no training in social work. They are getting their diplomas in order to stay in their jobs. The master’s degree program is scheduled to begin this month. My classes are translated, so I’ve learned to talk slower and that many terms and phrases used in the US have no translation in Latvian.

It has been difficult being out of the country as we watch CNN International and mourn the loss of life and innocence following the terrorism of September 11. I began teaching two days after the attack. My students made a speech about their sadness and concern for me and my country and I, of course, started crying. The Latvian people have been overwhelmingly supportive of America and Americans. A flower and candle memorial covered the patches of grass in front of the U.S. Embassy. Although we have received word from the Embassy that we are in a state of “high alert,” most activities carry on as before.

Life in Riga, the capital city, is very exciting as it is a cultural center. We live in a district surrounded by Embassies and right next to the Stockholm School of Economics in Riga. It’s an area rich with some of the most ornate and decorative... (continued on page 10)
commitment to the principles of advocacy in the counseling profession. Furthermore, they provided evidence of the many ways that chapter members directly impact consumers and the counseling profession.

Making Personal Excellence a Reality Grants

The CSI Executive Council continues to strive to identify ways to support chapters in their efforts to promote and recognize personal excellence. One of the ways this has been accomplished is the establishment of chapter awards that recognize chapters with large and small membership. This in part recognizes that chapters and their membership often accomplish personal excellence in a variety of ways, all equally important. To continue this focus CSI is instituting “Making Personal Excellence a Reality” grants. These grants will fund five chapters in amounts ranging from $50-$100. The grants are meant to be seed money to help support activities that promote or recognize personal excellence.

Recently, Dr. Tom Sweeney, CSI Executive Director spoke about personal excellence at ACA. In part he discussed that striving for personal excellence is often a process, not always an outcome. It is for many a lifelong pursuit. At the chapter level promoting personal excellence may include professional development, mentoring, leadership training, and the recognition of accomplishments. Information about the grants will soon be posted on the web. This will include the grant application, review criteria, and application deadlines. Chapters receiving grants and their projects will be recognized during a showcase at next year’s CSI Reception in Kansas City. I challenge you to look at this as an opportunity to support your chapter’s activities or promote the development of new projects. It is obvious that our chapters and members are doing wonderful things and I look forward to working with CSI membership to both support and recognize this work.
Our chapters set a new record in March with 912 new members processed by Headquarters. April was almost as good at 808 new members. The result of this continued growth in May places CSI at over 10,000 active members for the first time in its history and now exceeds 37,000 members initiated in this country and abroad. Some of this growth is accounted for by seventeen new chapters (N = 243) and a reactivation of a number of others. Another new chapter has been approved and will be active in May. This is also the largest growth in chapters in recent years.

The Executive Council goals for new and renewal membership were respectively: N = 3250 and renewals N = 3400. Both goals were exceeded by a good margin by April 30, 2003: New memberships N = 3,783; Renewing members N = 3,612. Life memberships increased by nine to 696.

The Treasurer’s report reflects a similarly positive profile of the Society in spite of turbulence in the economy. The Executive Council and Headquarters have been deliberately conservative in our income estimates and expenditures this year in an effort to keep CSI on a steady and positive course. I commend the officers for their fiscal prudence during these unsettling times for the economy and indeed the world.

What’s New

There is a new book by Taylor and Francis, Leaders and Legacies: Contributions to the Profession of Counseling by CSI members, John West, Cynthia Osborn, and Don Bubenzer of Kent State University. This book is a "must" for your personal libraries. This past year we lost two outstanding leaders in counselor education who were also past presidents of CSI, Drs. Vacc and Burke. Like other disciplines, we need to know and remember those who have made and are making the profession of counseling an integral part of our culture and society. I think this book will help correct what I believe has been a significant oversight in our history. It is also notable that the authors are donating their royalties to special CSI initiatives.

ACA Executive Director Yep awarded twenty-two free registrations to CSI student members nominated for the CSI Fellowship program. This is the second consecutive year that he has offered this opportunity to encourage our members to attend the ACA annual conference. I am hoping that this can become an ACA tradition as it benefits both organizations but especially our student members.

Working to Get Better

We are excited about a very real possibility of changing our website and its services over the coming months. We have been in dialogue with a company that is targeting organizations like ours with custom services we think will give us the quantum leap that we have been looking for in the last year. We also will be changing regalia suppliers so please check with our website for the new supplier’s information. More will follow about both of these developments through our website whose address will remain: csi-net.org.

There is always more to share but for the sake of new initiatives and developments that deserve attention, I will close with a hope that even more chapters will participate in the fellowship and awards nomination process for the coming year. Believe it or not, now is the time to start planning!
As I write this column, I am within weeks of completing a very enjoyable year as President of Chi Sigma Iota. Clearly, this time of transition provides me an important opportunity for reflection and appreciation.

CSI Day(s)

I wish to express my appreciation to Jamie Carney, our new President, for her excellent work in designing and carrying out the CSI Day at the American Counseling Association’s Anaheim conference. Even with the unexpected scheduling conflict that required splitting our organizational activities over two days, it was a high quality program. During Leadership Training on Saturday, March 22nd, Tom Sweeney’s keynote presentation on personal excellence helped enliven small group discussions exploring specific ideas to aid in the operation of home chapters. Yes, the designated leaders of CSI were in attendance to help facilitate the small group discussions, but what was most evident to me as a participant in these talks was that there were ideas addressed in every group that would never have surfaced in a group of “leaders.” The “gems” of the discussion typically were cut and polished by the members who had come for leadership training!

On March 23rd, the General Business Meeting was followed by the Annual Awards Ceremony. June Williams and her Awards Committee did an exceptional job in identifying and recognizing the talent within our organization. As June read a few brief excerpts from the nomination letters for each of the awardees, it was reinforced again for me that our CSI membership is making significant contributions to the field of counseling.

Finally, the Advocacy Co-Chairs, Nancy Sherman (also, our CSI President-Elect) and Bill Nemec introduced a new conference activity that we will certainly want to continue: A Poster Session of Chapter Advocacy Projects. As attendees relaxed and talked with fellow CSI members during the Awards Reception, they were encouraged to review the outstanding advocacy projects presented by 10 different chapters. My thoughts in reflection on these exciting projects: Once again, the individual chapters and the members of those chapters are clearly engaged in meaningful and important activities.

Thanks for Your Support

I wish to thank Past-president Dick Percy and CSI Executive Director, Tom Sweeney. As a result of Dick’s wise advice, guidance, and support, I believe I was able to steer clear of any major difficulties during my year in office. Tom continues to be the central spoke of the CSI wheel: He was always available to provide apparently effortless service to me and to the organization. I truly value the advice, encouragement, and friendship I’ve received from both of these CSI mentors.

Additionally, it would be impossible to have carried out my year in office without the invaluable contributions of each of the officers and Committee Chairs who served in various aspects of the organization’s work. Although I’ve earlier addressed the contributions of several of these individuals, I want to make sure that I acknowledge the vital efforts of those I had not yet mentioned: Cathy Woodyard, editor of the *Exemplar*; Jeffrey Mostade, Treasurer; Cynthia Osborn, Secretary; Jane Myers, Web Administrator; Holly Hartwig, Intern; Catharina Chang and Brian Dew, Chapter Development Committee; Donna Henderson and Jennifer Adams, Faculty Advisor Task Force; Ashlee Fisher and Megan Petruzi, Membership Committee; Rose Cooper, By-Laws Committee; Vicky White, CEU Committee Chair; and Kelley Rowland, CSI Administrative Assistant. Once more, as I worked with these highly dedicated and extremely talented individuals this year, it became very clear that Chi Sigma Iota is not its President! It’s not its Executive Director! It’s not even the set of incredibly talented officers that make things work on an international level! When it all come out in the wash, Chi Sigma Iota, its strength, its value, its excitement, its future is you! Our leaders are exceptional, but the true value of the organization lies in the membership! This organization is you!

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**CSI Jewelry**

Looking for a graduation gift for that special CSI member? Go to the CSI web page at [www.csi-net.org](http://www.csi-net.org) and click on “merchandise.” Then, click on “jewelry,” and you will see rings, pins, key rings, and other items to be purchased.

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**Need to Renew Your Membership?**

E-mail us at: renewal@csi-net.org
CSI Fellows and Interns Selected for 2003-2004

Richard L. Percy
CSI Past-past President

The Selection of the new Fellows and Interns for the upcoming year represents one of the most important activities conducted by CSI and this year was no exception. From a large pool of very impressive candidates, a panel of three former CSI Presidents selected two Interns and nine Fellows. These recipients were introduced and presented with their awards at the annual awards program during CSI Day activities in Anaheim.

Fellows Program

CSI Fellowships provide members who are in their early years of their professional career an opportunity to broaden their awareness of and leadership potential in the profession. Fellows receive a $400 grant from CSI and a matching grant of at least $100 from the nominating chapter. Each recipient attends the CSI Annual Leadership Training, represents his/her chapter at the CSI Business Meeting, attends the CSI Awards reception, and provides a minimum of 10 hours of service on a CSI committee or task force during the academic year.

The following individuals are recipients of the 2003-2004 CSI Fellows Award:

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<th>RECIPIENT</th>
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<td>Casey Barrio</td>
<td>Upsilon Nu Chi</td>
<td>Univ of North Carolina-Greensboro</td>
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<td>Lindsay Brett</td>
<td>Mu Tau Beta</td>
<td>Univ of North Carolina-Charlotte</td>
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<td>Amanda Hern</td>
<td>Sigma Lambda Upsilon</td>
<td>Southeastern Louisiana University</td>
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<td>Muthoni Kimemia</td>
<td>Sigma Phi Beta</td>
<td>Heidelberg College</td>
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<td>Melissa Kolinsky</td>
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<td>Pamela Lassiter</td>
<td>Chi Epsilon</td>
<td>Georgia State University</td>
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<tr>
<td>Allison Metz</td>
<td>Beta Chi</td>
<td>John Carroll University</td>
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<td>Melissa Spriggs</td>
<td>Rho Theta</td>
<td>The George Washington University</td>
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<tr>
<td>Mark Stauffer</td>
<td>Pi Sigma Upsilon</td>
<td>Portland State University</td>
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Intern Program

The CSI Intern Program is designed to provide opportunities for leadership within the counseling profession to aspiring counselor education students as they embark upon their professional careers. Two interns were selected from the 11 Fellows. These interns will work closely with the CSI President and Executive Director during the upcoming year. The activities include all of those listed above for the Fellows. In addition, they will attend Executive Council meetings and work on special projects for a minimum of 50 clock hours.

The following individuals are recipients of the 2003-2004 CSI Intern Award:

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<tr>
<td>Brandy Kelly</td>
<td>Eta Tau Alpha</td>
<td>Youngstown State University</td>
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<tr>
<td>Christina Rosen</td>
<td>Upsilon Chi Chi</td>
<td>University of Cincinnati</td>
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Chi Sigma Iota salutes each of these individuals and congratulates them on the honor they have received. Their contributions as part of these two programs throughout the next year will contribute significantly both to the strengthening of our profession and to their professional development.

The fellows and interns for 2003-2004 are (front row) Christina Rosen, Melissa Spriggs, Amanda Hern, Casey Barrio, Melissa Kolinsky; (back row) Lindsay Brett, Muthoni Kimemia, Allison Metz, Brandy Kelly, Mark Stauffer, and Pamela Lassiter.
EXCELLENCE REWARDED:
CSI Honors Outstanding Chapters and Individuals

June Williams
CSI Awards Chair

Highlighting CSI Day at the ACA Conference in Anaheim in March was the Awards Recognition Ceremony and Reception. Forty-six nominees were submitted in ten categories and were reviewed by members of the Awards Committee. Congratulations to all of the nominees, and many thanks to the chapters who submitted the nominations and the awards committee who reviewed the packets. A brief description of each of the awards recipients follows.

Individual Awards
This year’s recipient of the Thomas J. Sweeney Professional Leadership Award was Jeffrey Mostade of Beta Chi Chapter (John Carroll University, Cleveland, Ohio). Jeffrey has demonstrated a strong commitment to service and leadership within the counseling profession and the general community, as evidenced by his contributions as a clinician, a supervisor, a researcher, an educator, a community volunteer, and a counseling advocate. His clinical practice with Senex ElderCare, Counseling and Training at Fairhill Center in Cleveland, provides outreach to the aging, gay, lesbian, and transgendered communities, with a commitment to training, service, and pro bono work. He is committed to community service, serving as Chair of the Cleveland Interagency Task Force on Gay and Lesbian Aging, and volunteering for the Cleveland Alzheimer’s Association and the Red Cross Disaster Mental Health Services Team. Jeffrey has served on several committees and was Beta Chi president. He was selected as a CSI Fellow and Intern, and at the international level has served as Treasurer, co-chair of the Chapter Leadership Network, and co-chair of the Membership Committee.

The Outstanding Entry Level Student Award was presented to Carrie Wachter of Upsilon Nu Chi Chapter (The University of North Carolina at Greensboro). Carrie was awarded the prestigious Hayes Fellowship for top incoming graduate students with a high potential for success and was one of three students selected for a dual entry-level/doctoral program track in the UNCG Counseling Program. She has excelled in academics, extracurricular activities, service to her CSI chapter, and service to the profession. Carrie is a graduate research assistant, is completing her internship, participates in community service activities, and serves in leadership roles for CSI and the Counselor Education Student Association.

Bryce Hagedorn of Upsilon Nu Chi Chapter (The University of North Carolina at Greensboro) was the recipient of the Outstanding Doctoral Level Student Award. Bryce’s numerous contributions as a counselor, teacher, supervisor, researcher, student, husband, father, and citizen have resulted in his being the role model for his colleagues and other students, particularly due to his ability to maintain a healthy balance while fulfilling his multiple roles. Locally, Bryce is the Public Relations Committee Chair for Upsilon Nu Chi Chapter, has presented at local, state, regional, and national conferences, has co-authored several articles in peer-reviewed journals and a book chapter, has several manuscripts under review, and has served in various leadership positions nationally with the ASERVIC and C-AHEAD.

The Outstanding Service to Chapter Award was presented to Wendy Dellinger of Lambda Rho Chi Chapter (Lenoir-Rhyne College, Hickory, North Carolina). Wendy leads by example and encourages others to become involved. Her tireless efforts on behalf of her chapter are evident through her efforts to increase chapter membership, establish a functional executive board, coordinate a successful workshop on play therapy, establish an effective committee structure, and develop a successful mentoring program.

Anita A. Neuer of the Zeta Chapter (University of Alabama at Birmingham) was the recipient of the Outstanding Practitioner Award. Anita has a strong professional identity as a counselor and is actively involved in numerous professional counseling organizations and has made numerous presentations at state and local conferences. She serves as a counseling mentor to many younger counselors. One former supervisor observes that she possesses excellent clinical skills and uses a wide variety of counseling techniques and she is always eager to learn and improve.

The Outstanding Practitioner Supervisor Award was presented to Dr. Karen A. Broer of Beta Chi Chapter (John Carroll University, Cleveland, Ohio). Dr. Broer was instrumental in the creation of a collaborative internship program with the Cleveland Clinic Foundation, one of the top major medical centers in the world. The internship program provides students with the opportunity to rotate through several clinical services. She is actively involved in the observation, supervision, and management of the interns, serving as the liaison with the Internship Coordinator. She is currently writing a training grant to secure additional funding for the internship.

The Outstanding Research
(continued on page 7)
Award was presented to Anne S. Powers, Dr. Jane E. Myers (both of Upsilon Nu Chi Chapter, The University of North Carolina at Greensboro), Dr. Lynne R. Tingle, and Dr. John C. Powers for their manuscript entitled “Wellness, Perceived Stress, Mattering, and Marital Satisfaction Among Medical Residents and Their Spouses: Implications for Education and Counseling.” The authors administered several instruments measuring marital satisfaction, perceived stress, general mattering, and wellness to a group of eighty-three medical residents and their spouses.

Chapter Awards
This year’s Outstanding Chapter was Mu Tau Beta (The University of North Carolina at Charlotte). Some of the outstanding accomplishments of Mu Tau Beta include the following: developing an effective communication structure; sponsoring a variety of workshops throughout the year that support the counseling program and the community; establishing ongoing service activities; developing a student directory and database to facilitate communication and track members; distributing a quality, quarterly newsletter that contains in-depth articles with personal insights; and creating a website to keep members updated on chapter activities.

The recipient of the Outstanding Newsletter Award was Chi Times of Alpha Upsilon Chapter (The University of Akron). Chi Times is a quality publication that is developed with input from officers, members, and faculty, and includes a variety of articles and information, including faculty profiles, articles featuring chapter activities, announcements, and messages, counseling-related web sites, contact information for chapter officers, book reviews, and other information of interest. The newsletter emphasizes an attractive graphic design to draw the reader’s focus to the content.

The Outstanding Individual Program Award was presented to Iota Delta Sigma (Auburn University) for a two-part program. This creative and innovative program grew out of an expressed need by the Alabama chapters to network and share resources. The first day’s “Leadership Training Workshop” focused on leadership training, professional development, and professional identity. Forty-two CSI officers, members, and faculty advisors representing 10 of the 12 Alabama chapters attended. The planning committee wrote an outreach grant of $2100, which helped to support the workshop. Day Two’s workshop, “Critical Issues: Counseling Children and Adolescents,” drew 58 attendees from across the state.

Awards Committee
Many thanks to the 2003 Awards Committee Members: Dr. Susan A. Adams, Delta State University; Dr. Mary Ballard, Southeastern Louisiana University; Dr. Deryl Bailey, University of Georgia; Dr. David Carter, University of Nebraska at Omaha; Dr. Al Dutta, Southern University; Dr. Peter Emerson, Southeastern Louisiana University; Dr. Abbe Finn, University of Mississippi; Dr. Karen Furgerson, Texas A & M University – Kingsville; Dr. Laura Hensley, Louisiana State University; Dr. Quinn Pearson, University of North Alabama; Dr. Catherine Roland, University of Arkansas; and Dr. Valerie Schwiebert, Western Carolina University; Dr. Jacqueline A. Walsh, California University of PA.

Awards were accepted by Lindsay Brett (Mu Tau Beta) for Outstanding Chapter, Chapwa Thomas (Iota Delta Sigma) for Outstanding Individual Program, and Alpha Upsilon for Outstanding Newsletter.

Jane Myers and Anne Powers received the Outstanding Research Award.

Jeffrey Mostade was honored to receive the Thomas J. Sweeney Leadership Award.

Outstanding Entry Level Student Award was received by Carrie Wachter, Upsilon Nu Chi; Outstanding Doctoral Level Student by Bryce Hagedorn, Upsilon Nu Chi; Anita Neuer, Zeta, for Outstanding Practitioner Supervisor.
Assume someone with great respect for you approached, and looking for your sincere guidance said, “I’m thinking of becoming a professional counselor.” What would be the most important message you would want to communicate to that person?

**Prepare for an Inward Journey**

By Chris McNaught, Psi Omega Sigma Chapter, Northwest Nazarene University

The most important message I would communicate would be: Prepare yourself to look farther inward than you ever imagined possible. Expect to discover things about yourself that you did not know, did not want to know, or knew, but did not want to recognize. Accept that you will find wonderful traits within yourself and others that will make you anything but proud. Get ready to define who you really are, learning as much about yourself as you can.

To be an effective, genuine, empathic counselor, one must become self-aware and be willing to continually examine that self-awareness. Our biases, prejudices, belief systems, thoughts, feelings—all that we carry with us everyday—make us the persons we are and the persons we work to be. Helping our clients along their inward journeys requires us to first undertake that journey ourselves. Our growth must come before we can help our clients grow.

My time in counselor education has made me aware of beliefs I never knew were there. I have had to examine why I think and feel the way I do, how my culture and experiences have influenced me, and how I have reacted to and grown because of, or in spite of, those influences. My education has made me more self-aware and I value that growth more than I ever expected.

The would-be-counselor, who is either unwilling or unable to look inward, will not be able to help anyone else. Prepare yourself to look inward and love what you see.

**Prepare for a Life of Change**

By Kerry Sebarr, Alpha Chapter, Ohio University

As a student entering the field, I looked forward to the positive changes I could make in the lives of others. I was unprepared for how the training and experiences would impact my own life, learning as much about myself as about the counseling of others. This self-reflection has not always been easy as I came to terms with my own biases and needs for growth.

One realization I came to early was my negative feelings towards parents who were also involved with alcoholism and addictions to other drugs. I just couldn’t understand how someone could place their addictions above the needs of their children. I discussed my displeasure with these feelings with my advisor who suggested I consider immersing myself in the environment by completing a practicum in a local alcohol and drug treatment center. I reluctantly agreed, and in the beginning it was a struggle to build rapport with clients and to find some common ground. Then as I spent more time with these people, I came to see the world through different eyes—to understand the power and pain of chemical dependency. I learned how people could love their children and want the best for their families while still struggling with alcohol and drugs. Empathy was no longer just a concept in a textbook, but it became a skill I could feel and use each day.

My development as a counselor has taught me to be more cognizant of the impact I have on not only the lives of my clients but also all those others around me. The process has pushed me to be a role model in my own community while also acknowledging my imperfections. To be the person my training has taught me to be, I have had to become more assertive and more of an advocate for human rights.

My experiences entering the counseling profession have taught me new skills, formed who I am today, and taught me new ways to cope with and view the world around me. Becoming a professional counselor can mean a life of constant change and personal growth, both for the clients and the counselor.

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**STUDENT IDEAS AND EXPERIENCES NEEDED FOR PUBLICATION!**

*Richard Hazler and Liz Mellin*

We are looking for student ideas to be published in the next edition of *Exemplar* around the new “Student Insights” question listed below. CSI Chapter leaders, advisors and members can help by developing discussions around the new question and encouraging students to submit their ideas and experiences. This edition’s new question is:

**How have you changed as you come to more clearly recognize your own cultural background and how it differs from that of others?**

Submissions of no more than 400 words should be made no later than July 15 to Richard Hazler and Elizabeth Mellin by email to hazler@ohio.edu or mail to 201 McCracken Hall, Ohio University, Athens, OH 45701.
Despite challenging financial markets, Chi Sigma Iota has thrived and remains fiscally sound. Our Executive Director, Dr. Thomas Sweeney, works with Kelley Rowland, the Administrative Assistant, to run an organization that is member- and service-centered. Membership dues continue at a low annual rate of twenty-five dollars, which includes a seven-dollar rebate to your home chapter, if it maintains active status.

The Society ended its last fiscal year, 2001-2002, with an income of $263,426 and $258,679 in expenses, for a net positive balance of $4,748. We benefitted from a significant increase in merchandise sales after an effort to move from almost exclusive dependence on dues revenue. Sales income for the year 2001-2002 was just short of $51,000. As a consequence, sales represented 19% of our gross income in 2001-2002.

This year’s Executive Council approved a budget of $259,500 for the fiscal year 2003-04. This set a goal of 3,250 new memberships and 3,400 renewed memberships. You may note that this was deliberately lower by a small margin compared to last year’s gross income. In light of the national economy, the Executive Council chose to maintain a conservative projection for the year.

Revenue, Expenses & Long-term Investments

Revenues for fiscal 2003 were $284,903.28. Our expenses as of April 30th were $220,281.65, exceeding regular expenses by almost $65,000 dollars. Nine thousand dollars must be removed from that figure to account for life member contributions, royalties, and contributions that accrue directly to the Schwab long-term investment accounts. In addition to what is expected to be record rebates to chapters, convention expenses and other unpaid items from 2002-2003 may reduce this amount, but it has been an extraordinary year for CSI.

CSI’s long-term Putnam invested funds on January 31 of this year reflected a balance of $89,261 as a result of our $60,000 investment made in the mid-1990s. Needless to say, this return is substantially lower than in the past. The Schwab accounts have fallen from an initial investment of $44,000 to $34,896. Because these are exigency funds, we have realized no real loss and, on net, a gain ($104,000 invested, present value $124,157). These funds are invested in part to protect the Society from unforeseen events. Like other such organizations, we want at least the equivalent of a six-month to one-year’s operating budget for such purposes.

Membership and Chapter Activity

As of April 30, 2003, Chi Sigma Iota is an organization of 36,817 members, with an annual dues-paying membership of almost 10,000, a yearly initiation of over 3500 members, 245 chapters, and a Life Membership of almost 10,000, a membership of almost 10,000, a membership of 696 people. Our membership goals for the fiscal year ending April 30th were exceeded (N = 3,783 new and N = 3,612 renewals) with the usual rapid influx of new memberships during the spring. The new memberships for the year exceeded last year’s initiates by almost six hundred, and renewals were up this year as well. Life memberships were selected by 9 members, a slow-growing membership category with 696 members. Seventeen new chapters were added and the total number of chapters is 245. Twelve percent of revenue was returned to the chapters in the form of rebates this year, a total of $34,354. Our growth in future years will come down to initiations and membership development as we cannot expect to continue to add new chapters at this rate. There are a finite number of Counselor Education programs.

Continuing Contributions of Members

We have realized a second year royalty of $2,993 on the Handbook of Counseling. The funds from last year and this year amount to $6,000 in contributions by Drs. Don Locke, Jane Myers, and Edwin Herr as Editors of the book. The funds are currently in money market funds, not the investments noted above; as a consequence, they are safe from market fluctuations and are ear marked for assisting with the fellowship program and other special project initiatives identified by the Executive Council. The Leaders and Legacies book by Drs. Don Bubenzer, Cynthia Osborn (current CSI treasurer), and John West also promises to be a source of helping to fund fellowships in the future. We are grateful to have such generous benefactors among our membership. This is a legacy in its own right to future leaders of CSI and the profession.

Conclusion

With world events in flux, no one is speculating on when the economy will recover. Prudence in conducting our affairs continues to be our best strategy in addition to promoting new revenue sources and continuing the economy-minded steps already underway. CSI remains fiscally sound as a result of prudent planning and timely action by the officers and headquarters’ staff.
architecture I have ever seen. The National Opera has performances every weekend, and the national symphony plays regularly. There are museums galore, this city just celebrated its 800th anniversary! We were here for the major celebrations, and Evan and I danced Latvian folk dances in the mile long demonstration of dancers. Everything we do is an adventure, and many people in the city have at least a rudimentary command of English. The food is very inexpensive so we eat out a lot. So far we have not found a good Peoria style pizza (or pica as it is known here), but we love the dairy products, baked goods, and have found favorites in pelmeni (dough filled with spiced meat that look like tortellini) and pankukas (pancakes—more like crepes here). The challenge has been learning how to cook in Celsius and shop in kilograms and liters. Sign language has helped tremendously!

**Holiday Season**

The holiday season is upon us in Riga! Although I taught on Thanksgiving Day, I shared with my students the history and significance of this American holiday. One woman responded that Thanksgiving was the day when Americans ate a “big chicken.” Turkeys are not readily available in Latvia; however, we had the good fortune to be invited to Thanksgiving dinner at one of Evan’s friend’s home. The father works for the U.S. Embassy, which orders turkeys for their employees each year. The turkeys come from Finland and taste just like American turkeys!

I had the wonderful opportunity to spend three days in Kraslava, a remote area in southwest Latvia. The Higher School operates a branch campus there and once a month approximately 40 students gather for a week of classes. My translator, Sandis, and I were housed in the guest apartment of a boarding school for children from problem homes. We ate our meals with one of the “family units” consisting of 10 children and their 2 caretakers, none of whom spoke English or had ever met an American. I was quite a curiosity although my knowledge of Pokemon came in handy.

**Only Glimpses**

These excerpts cannot begin to explain the significance of my experience as a Fulbright Scholar. In addition to my teaching, I provided clinical supervision for a crisis center and consulted on the development of standards of education and practice for the social work profession. This summer I will return to Latvia to attend the graduation ceremony for the first 10 MSW degrees awarded my students. To learn more about the opportunities for international educational exchange and the Fulbright Program visit www.cies.org. Opportunities exist for both educators and professionals, and although rare, listings for counseling under education do exist. Please contact me at nes@bradley.edu if I can provide more information about this wonderful experience or opportunity for you as a professional counselor.

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**Welcome New Chapters**

Welcome to the following new Chi Sigma Iota Chapters

- Gamma Mu Upsilon, George Mason University
- Chi Epsilon Sigma, Northeastern Illinois University
- Chi Delta Epsilon, Winthrop University
- Zeta Omega Eta, Western Connecticut State University
- Zeta Zeta, Northwestern Oklahoma State University
- Tau Mu, Troy State University-Montgomery
- Gamma Rho Omega, Augusta State University
- Gamma Alpha Omega, Gardner-Webb University
- Omega Sigma Eta, University of Wisconsin-Oshkosh
- Upsilon Sigma Mu, University of Southern Mississippi
- Epsilon Iota Upsilon, Eastern Illinois University
- Alpha Upsilon Sigma, Argosy University
- Upsilon Sigma Alpha, University of South Alabama

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**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.

- Regenna E. C. Stone
- Joanne Diffenbaugh
- Rose Mary Rosella
- Winda Bunch
- Joan Knowlden
- Jeannie B. Ruda
- Kristen M. Hunt
- Rick Bruhn
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- Mu
- Nu Sigma Chi
- Omega Mu
- Rho Alpha Eta
- Rho Beta
- Sigma Tau
- In honor of Larry Hawkins
- In honor of Alisha Smith
Counselor Advocacy Tips

Scott E. Gillig
CSI Advocacy Co-Chair

The “Counselor Advocacy Tips” column is written to encourage members to share practical examples of counselor advocacy. Last time, the question, “What have you done to advocate for the counseling profession?” was asked. A number of chapters provided quality submissions in response to that question. These will form the content of the next several editions of this column. Please submit your “Counselor Advocacy Tips” (200 words or less) by July 15, 2003 to Scott Gillig by email sgillig@mail.barry.edu or mail to Scott Gillig, Barry University, 11300 NE Second Ave., Miami Shores, FL 33161-6695.

Tips from Upsilon Chi

Janica Lam and Vincent Geigel of the Upsilon Chi Chapter submitted their chapter’s advocacy tips. Lam indicated that the chapter introduced the concept of advocacy to new members and emphasized its importance. The chapter is working on a summer advocacy workshop for school counselors and students and previously has provided counselor advocacy websites to members and presented at the CSI Advocacy Poster Session in Anaheim, CA.

Geigel feels that the counseling profession is in need of stronger advocacy. For example, while many school counselors spend time doing administrative work, it seems as if much of their training and education go to waste. He points out the necessity of counselors informing school administrators, legislators, and the community about all the services counselors can offer. Both Lam and Geigel stress the need for counselors to lobby for implementation of the ASCA national model. Incorporation of this model would assist school counselors to do what they are trained to do. Geigel sees that mental health counselors are in need of advocacy in order to survive in the marketplace. Both Lam and Geigel advise that counselors are being denied Medicare coverage and thus we need to write to legislators, join professional associations, and be willing to work hard to get our message across.

Tip from Scott Barstow

Both Geigel and Scott Barstow (during the March, 2003 Advocacy Committee Meeting in Anaheim, CA) advise that counselors visit the American Counseling Association’s website and read the articles in the Public Policy section. Barstow recommended going to ACA’s website at http://www.counseling.org/ and entering “Public Policy” to find out about the major federal policy issues that ACA is working on. To advocate for counseling, Barstow recommends that counselors capitalize on what ACA has already done and tap into those resources instead of reinventing the wheel.

Tip from Pi Sigma Upsilon

According to Mark Stauffer of Pi Sigma Upsilon, “To make a lasting influence on persisting problems, it is important to integrate advocacy into the routine.” Stauffer indicates his chapter has created a new advocacy chair position in their executive committee whose duty is be expert on political issues, to network, and to communicate with other groups. The chapter was recently advised about how to write a professional lobbying letter. Stauffer offers this tip: “If 50 individuals sign a letter, all names and addresses must be clearly written along with the signature. This makes the signature traceable, better validating and guaranteeing the authenticity of the signers.”

Chapter Development Committee Report

Brian J. Dew
CSI Chapter Development Chair

It was a pleasure meeting many of you at the 2003 ACA Conference! In a time when many professional organizations are shrinking in size, it is remarkable to see the pace in which Chi Sigma Iota continues to grow. Hundreds of new members have been initiated just in the past two months. New chapters are being created nearly every week. Existing chapters are developing new and innovative professional opportunities for its members.

Throughout this next year, I will be utilizing the Exemplar to discuss possible answers to each of these questions. Each issue will be dedicated to providing useful and timely solutions to one of the above concerns.

It is an honor to serve in the capacity of chairperson of the Chapter Development committee, especially during this time of growth and expansion. If you need further information or have questions regarding the development of your chapter, please do not hesitate to contact me at bdew@gsu.edu.

opment, several of the following themes are recurrent:

- How can I increase member involvement in our chapter?
- What fund-raising ideas have worked in other chapters?
- How can my chapter maintain and increase involvement from chapter alumni?
- Do mentoring programs work? If so, how do we establish one in our chapter?
- How can I maintain dialogue with the leadership from other successful chapters?
Chapter Happenings

June Williams
CSI Associate Editor

Alpha Omega Pi
The Alpha Omega Pi Chapter at the University of St. Thomas is preparing for a Summer Academy, a rigorous academic and affective program held every July for 75 first-generation college-bound high school students who are primarily from Latin American immigrant families. Our members run the affective program, part of which is what we call “family groups.” We divide the students into single gender groups of five to seven students. Our members run the family groups under close supervision, providing them with an opportunity to provide service while honing their group counseling skills.

Submitted by Marie Faubert, Faculty Advisor <faubert@stthom.edu>

Alpha Theta
On May 16th, the Alpha Theta Chapter at California State University, Bakersfield, will conclude our 2002-2003 workshop season with our fourth workshop, “Legal & Ethical Issues.” For 2003-2004 the following workshops are planned: “Counselors and Curanderos: Cultural & Professional Collaborations” with Todd Russell, Ph.D., Sul Ross State University, Texas; “Emerging Clinical Modes in Marriage Family Therapy,” with Tom Sexton, Ph.D., MFT, Indiana University; “Multi-Sensory Group Techniques” with Ed Jacobs, Ph.D., University of West Virginia. We are proud to offer scholarships to graduate students in the Counselor Training Program to attend our workshops. Raffles held during lunch at each workshop provide funds for these scholarships.

Submitted by Karen A. Kuckreja, President <okuckreja@bak.rr.com>

Beta Alpha Omega
The University of Colorado at Denver’s chapter, Beta Alpha Omega, has had a busy year! In October we presented four successful workshops on working with diverse populations and improving multicultural competency as counselors. In November we sponsored a student forum within our counseling program to provide an opportunity for students to voice comments and suggestions for making the program even better. We recently raised $300 through a raffle which will provide income for our annual induction ceremony. To close out the year, another workshop “The Job Search from Start to Finish” and a networking social will be held.

Submitted by Sherron Newbery, President <Amber_Schartau@ceo.cudenver.edu>

Beta Upsilon
Beta Upsilon at Barry University has had a calendar filled with exciting yet practical events. In January we sponsored a Site Supervision Workshop with representatives from local agencies interested in finding practicum and internship students. During February, we supported a well-attended Alternative Therapy Workshop. In March we held a Spring Bake Sale to fund our events. April marked the time of our annual induction ceremony and elections for the Executive Board. We were proud to have seven inductees this year!

Submitted by Andrea Barreto, President <abarreto@tempest.coedu.usf.edu>

Chi Chi
Chi Chi Chapter at Columbus State University recognized new members and new officers at its Annual Induction Ceremony on April 19, 2003. For the first time, our chapter honored a department faculty member with a Professor of the Year Award. Recently, we held an Orientation for new students to our Counseling Program, which provided students and faculty members with a chance to meet each other and provided an information session on topics such as internship and job seeking after graduation.

Submitted by Renee Miller, Vice-President and Student Liaison <rimcsi@hotmail.com>

Delta Gamma
At the University of South Florida, the Delta Gamma Chapter has had a productive year with great meetings and positive student response. We commenced a bi-annual graduation and end of the semester celebration series. The May event will be coupled with new member initiation and a formal goodbye for retired faculty. We continue to strive for encouraging professionalism while fostering an enjoyable and growth-oriented environment for our student body.

Submitted by Lari Meyer, President <veggrl@yahoo.com>

Eta
Congratulations to Youngstown State University’s Counseling Department, recipient of the Robert Frank Award for Outstanding Program of the Year. This year, our chapter facilitated activities including a St. Patrick’s Day dance at Bryson Manor (group home for severely mentally disabled population), a Spring Social, a clothing drive, donations to Bryson Manor, to Mahoning Valley Rescue Mission, and, through Catholic Charities, gifts and dinner to a family in need. Utilizing the listserv, we increased communication, membership, alumni participation, and student exposure to opportunities.

Submitted by Renee Miller, Vice-President and Student Liaison <rimcsi@hotmail.com>

Upsilon Sigma Chi
This year, the Upsilon Sigma Chi Chapter at the University of South Carolina has implemented an e-mail list to keep members and other interested parties aware of chapter happenings. Our chapter facilitated the

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Kappa Sigma Upsilon

At Kent State University, the Kappa Sigma Upsilon Chapter has been very busy this year! We co-sponsored a workshop, “The Supervision Symposium,” which was a huge success!!! Our members have also been active in service activities, conducting a drive for Violet’s Cupboard, an agency serving people with HIV/AIDS, and assisting the Salvation Army in bell ringing over the holidays. We look forward to upcoming events, including our annual inductee banquet where a silent auction will be held. The proceeds from the silent auction will be used for conference scholarships and professional development activities.

Submitted by Allison West, President <adwest@kent.edu>

Mu Sigma Upsilon

In the last few months, the Mu Sigma Upsilon Chapter at Mississippi State University has developed and implemented a listserv for students, faculty, staff, and alumni. The unique feature of this listserv is that it serves to promote unity in a multidisciplinary department. In fact, Mu Sigma Upsilon hosted a crawfish boil in April for all friends of the department as part of our Super Bulldog Weekend. Our annual initiation banquet was held on April 25th with a psychodrama workshop as part of that event. To culminate the year’s activities, we will host an academic debate between faculty members on humanistic vs. behavioral approaches to counseling and psychology.

Submitted by Carl J. Sheperis, Co-Faculty Advisor <CSheperis@colled.MsState.Edu>

Mu Upsilon Gamma

At Marymount University, the Mu Upsilon Gamma Chapter has been fortunate to have had respected, informative, and gracious guest speakers to help educate fellow colleagues about important mental health issues. We are planning a two-day seminar on “Crisis Response Training.” In June, we will participate as a team in the Susan G. Komen Race for the Cure in Washington, DC. Our community service projects included purchasing personal day planners for 5th graders at a local school, sponsoring a school-wide “Toys for Tots” drive, and donating items to the “Shelter House.” Future plans include designing and implementing a “Mental Health Education Calendar” for our university, including “theme weeks” (e.g., Alcohol Awareness, Healthy Relationships, Body Image, Depression).

Tau Alpha

At the Tau Alpha Chapter at the University of Arizona, several chapter members have been recognized for excellence in various areas. Vanessa Bower, Dawn Neal Diggs, Tad Gary, Lisa Coleman-Gorak, Leroy Jim, Susan Guinn-Lahm, Sharon Relation received Tau Alpha Awards for Academic Excellence (GPA = 4.0), and Charlene Kampfe and S. Mae Smith received one of the 2003 ACA Best Practices in Faculty Research Awards. Charlene Kampfe also received the Extraordinary Faculty Award from the University of Arizona Alumni Association this year.

Submitted by Charlene Kampfe, Faculty Advisor <ckampfe@u.arizona.edu>

Submissions

If you would like to share the activities and accomplishments of your chapter, e-mail submissions to June Williams at JWILLIAMS@SELU.EDU.

Moving?

E-mail us your new address.

Address@csi-net.org
Faculty Advisor Highlight

Dr. Kathy Evans: Instilling Leadership and Advocacy

Holly Hartwig
CSI Intern

Dr. Kathy Evans serves as the Faculty Advisor to the Upsilon Sigma Chi chapter of Chi Sigma Iota at the University of South Carolina. From training new officers in leadership skills to encouraging chapter volunteer and advocacy efforts, Dr. Evans integrates the values of CSI into her chapter.

Dr. Evans’ involvement in the counseling profession has been varied as a practitioner and an educator. Her educational background includes two master’s degrees from the Teachers College at Columbia University and a Ph.D. from the Pennsylvania State University. As a practitioner, she has worked with a variety of clients in high schools, college/university settings, and community agencies. Currently, as a counselor educator, Dr. Evans shares her knowledge and experience with master’s and doctoral students, helping them develop into confident counseling professionals with distinct professional identities. She also is an involved leader within the counseling profession as an author and an officer and contributor in various professional organizations including the ACA, NCDA, the ACES, and the SACES. Dr. Evans’ research interests include multicultural counseling and supervision, racial identity issues, feminist identity, and career development.

Dr. Evans has served as the Upsilon Sigma Chi chapter advisor for six years. She views her role as varied and flexible, from being a resource for students to “bounce ideas off of” to being a chapter historian. As part of her responsibilities, Dr. Evans conducts leadership training for the new officers every year, many of whom have never been involved in leadership positions before. This training teaches officers skills that they will use in both their roles within CSI and in the future. Dr. Evans notes that student involvement in CSI is practical and beneficial immediately and in the long run. Many of her students learn valuable leadership skills through their work with CSI and take these skills into their professional endeavors after graduation. Dr. Evans most enjoys observing the process of students transforming from being unaware of the need for professional advocacy and leadership to viewing themselves as vital to the livelihood and strength of the counseling profession.

Instilling the Importance of Advocacy into Students

According to Dr. Evans, CSI plays an integral part in advancing the welfare of both clients and counselors. Through advocacy efforts for licensure and credentialing, fundamental values of CSI, clients benefit by receiving standardized, ethical, competent treatment. Through opportunities for service and training sponsored by CSI, students have a chance to meet and work with leaders within the counseling profession and learn how important professional organizations are to the credibility and advancement of the field. Via Chi Sigma Iota advocacy efforts, employment opportunities for counselors expand as agencies and communities recognize the expertise and perspective that counselors offer. Incorporating advocacy efforts in their own community, Upsilon Sigma Chi members have successfully advocated for counseling students to receive special incentives during professional training, such as loan assistance, to equal the incentives that other students in training receive, specifically, teachers. This year, the Upsilon Sigma Chap-

ter goal is to supplement classroom learning opportunities. Dr. Evans encourages her students to use the professional development opportunities within CSI to “fill in the gaps” between what her students learn in the classroom and in practical experiences. For example, through CSI sponsored events such as community service opportunities, bringing practitioners to speak to students about specialized services, and helping students network with other counseling professionals, Dr. Evans enhances the training of her students. The learning that takes place in these activities creates immediate and lasting impressions on her students and positively impacts their work beyond the walls of school.

Advancing the Counseling Profession

Dr. Evans brings a rich background of knowledge, experience, interests, and dedication to her work. Accomplished in many areas, she facilitates the learning and development of others through encouraging them to become involved in the counseling profession, specifically through CSI membership. Dr. Evans notes that in a changing world, counselors must continue to pursue involvement in new areas once dominated by other professions in order to contribute a unique and needed developmental perspective. Efforts by CSI help educate others about the diversity and credibility of counselors and pave the way for counselors to enter various fields. Dr. Evans states that her “first love is to be a counselor” in order to serve clients. To this end, her vision is to see counseling professionals continue to work together to advance the profession under a common counselor identity. Through dedicating her efforts to teaching, mentoring, and instilling leadership and advocacy skills in her students, Dr. Evans makes a significant contribution to realizing a strong and effective future for the counseling profession.
How to Remain Sane
(continued from page 16)

They can reduce the repeat items on pages — logos, headers, navigation, footers — to a handful of files that make maintenance a snap. Includes reduce the amount of new HTML to only the unique content on a page. You serve users AND yourself at the same time!

Creating and Maintaining Files

I am busy with school, so I keep files simple. I have a basic template and drop new HTML into that. I also code files by hand. You might not want to, but I encourage you to know how. Basic HTML is simple; you can pick up enough in an hour or two to handle your needs or at least help you understand why something isn’t working. It takes very little HTML skill to maintain our site.

Fanciness comes in playing with how you use HTML tags and the attributes you give them. But fancy doesn’t equal good design. Design is the combination of form and function; looks are only part of the equation. The challenge is to seek balance.

Get it Right

Place a premium on current information. I update our site at least weekly. A minor update takes less than 5 minutes. Something large, such as our 8-page newsletter, takes about 15 minutes.

As important as time is, accuracy is more important. Before I put anything online, I check it for accuracy. I also double-enter time-sensitive content: I have a calendar on the web site that lists everything. I do that because people look for information in different ways. You would be surprised by the number of people who miss information on the home page but see it in the calendar.

Be brief. Just because I have unlimited space doesn’t mean I need to use it. People like brevity for the same reason they like fast-loading pages: time. Remember: it is all about the user.

Other Functions

We connect people in other ways, too. We let people update their membership information and sign up for professional development workshops online. We alert people to new information with an e-mail list. We are developing a book exchange and are looking at online member registration. Whatever we do, it will be driven by user interest and will be easy to maintain.

Book Review

Common Mistakes — Important Lessons

Angela Sheely
Mu Tau Beta Chapter

Learning from Mistakes in Clinical Practice.
By Carolyn Dillon

The illustration located on the cover of this book says it all — imagine yourself in a rowing competition. Your competitors are steadily gaining speed while you remain at the starting line. You ask yourself, “What’s wrong?” as you watch other rowers pass by as you sit in a raft aimlessly going with the current and having little control over where it will take you. This simple metaphor illustrates the theme of Dillon’s text — the need for clinicians to identify effective tools and counseling techniques in order to provide the best services available to our clients.

Common Mistakes

Geared towards new professionals working in human service agencies, Dillon explores common mistakes made by clinicians and notes remedies one might consider utilizing.

From the initial client-counselor meeting until termination, Dillon points our common pitfalls that clinicians (old and new) engage in throughout the counseling process. The chapters are divided according to the stages of the counseling process, which Dillon delineates as engagement, assessment and contracting, middle phase, and the ending process. Each chapter concludes with individual, small group, and classroom activities that can be used to further normalize the phenomenon of making mistakes. In fact, Dillon herself uses personal blunders as a learning exercise for readers to learn from and to consider alternative ways to handle the situation.

Offers Reassurance

Although this text is written from a social work background and training, readers from various mental health settings can benefit from reading this book. Being a recent May counseling graduate, I found comfort in Dillon’s emphasis on the ‘humanness’ of making mistakes. I can easily recall preparing for case presentations for practicum and internship courses — selectively choosing sessions where I made the least amount of mistakes. Having this text during my clinical courses would have served as a mantra, as I found myself reassured by Dillon’s words. Specifically, it was reassuring to be reminded that regardless of clinical experience, mistakes are inevitable. Instead of negative-self talk and other depreciating behaviors one could engage in when encountered with a mistake, Dillon highlights the lessons that can be learned to increase self-awareness and enhance our skills as clinicians.

Thus, as a new professional in the counseling position, I find myself well prepared and well equipped — oars and rowing boat in working condition, so to speak — to avoid common mistakes when working with clients, which will result in an enhanced client-counselor relationship.
How to Remain Sane

Stephen Snow
Mu Tau Beta

I manage communications for Mu Tau Beta, the CSI chapter at UNC Charlotte, which includes the chapter’s web site. In the eight years I have worked with the web, I have learned some things I hope will help you keep your site looking attractive but also make management quick and easy.

Size Matters

UNCC is a “FrontPage” shop; all of our web stuff is handled by Microsoft FrontPage. However, I don’t use FrontPage software, for it does not handle page sizes well. For example, we had a Word document that had been converted to a web page. Its size was 150K. After I stripped out unneeded “junk” code the FrontPage software had added, it became a 30K file. Since most U.S. internet users are dialup users, a 150K page can take minutes to load; a 30K page, less than 10 seconds. When it comes to the web, size matters. The same is true for images. Reduce images to the smallest byte size you can and make them count. If you have a lot of images you want people to see, put them on another page and let the user decide.

Try to keep HTML text files under 10K and images under 30K. Try to keep total page sizes under 50K. Also, try to keep scrolling to a minimum. If people are scrolling three and four screens worth, then break the page into smaller bites.

Serving Users

It’s all about the user. Pages must load fast, and navigation must be simple and clear. Content must be current and accurate, and pages must be broadly accessible. I encourage you to avoid anything that separates your visitors into classes. I don’t use Flash or Shockwave for that reason. I also don’t use PDF files, unless I offer an HTML alternative. Schools like PDFs because it’s easy to toss up documents. But, if you lack an Acrobat reader, you have to go get it, a disincentive. You can’t cut and paste from a PDF file, which is annoying. Sight-impaired people cannot read PDF documents. PDF files serve the provider of information, not the user.

Frames has a similar downside. The JAWS technology screen readers employ does not handle Frames well. If you must use Frames, include a “no frames” option. Frames make life easier for the web maintainer, but aren’t as good for users.

Use “server-side includes” instead. If you don’t know about “includes,” take 20 minutes and look them up.

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