State Leaders Meet With Superintendents
By: William Larson

The Superintendent cohort began this school year with a powerful program. On Wednesday, September 2, the group met at the Ohio University Chillicothe Campus with two state leaders who offered insightful information.

The morning session involved George Tombaugh, Executive Assistant for Education to Governor Taft, and the afternoon session involved Roger Nehls, the Deputy Superintendent for Public Instruction. Both George and Roger are previous long-term superintendents. Until recently, George was the superintendent of the Springfield Local School District in the Toledo metropolitan area, and Roger was the superintendent of Hilliard City School District in the Columbus metropolitan area. Both were well-respected superintendents who provided effective leadership in their respective school communities.

Both speakers addressed the changes that are impacting school districts and their superintendents. The speakers offered insights regarding the origins of the changes and effective means to address the changes. They focused upon quality and its importance for schools. The Baldrige Program was mentioned as an extremely useful source of information regarding quality enhancement initiatives. Both speakers were well received by the superintendents. In fact, they praised the choice of George and Roger for their respective jobs. The superintendents expressed pleasure that individuals who had recently been in the “school district trenches” are now providing state educational leadership.

The Superintendent Professional Development Program of the OULP involves a cohort of superintendents from Clinton, Fairfield, Gallia, Jackson, Lawrence, Meigs, Vinton, Pickaway, Pike, Ross, and Scioto counties. The cohort has been in existence for nearly six years and meets approximately seven times per year to engage in professional development.
New School Year, New Beginnings

As the new school year begins, many of our friends and program participants are beginning new positions. OULP wishes each of you a successful year!

Congratulations and Good Luck!

Regina Boggs
Principal
Oak Hill High School

Amber Fannin
Head Teacher
Wheelersburg Elementary

Eric Holmes
Asst Principal
Dawson-Bryant MS

Sharon Brannon
Principal
Wheelersburg Elem

Rhonda Frueauett
Superintendent
Ross County ESC

Phil Howard
Principal
Piketon HS
Scioto Valley LSD (Pike)

Jan Broughton
Personnel Director
Portsmouth CSD

Wilma Gillet
Asst. Principal
Union Scioto ES

Virgil Jenkins
Principal
Lincoln Elem
Portsmouth CSD

Suzanne Bulter
Treasurer
Union-Scioto LSD

Brenda Haas
Principal
Dawson-Bryant HS

Chuck Kemp
Asst. Principal
South Point HS

Rick Carrington
Principal
Bloom-Vernon MS

Bill Haines
Instructor
Rio Grande University

Steve Kempf
Principal
Beaver Elem
Eastern LSD

Cindy Caudill
Principal
Botkins HS

Treva Harmon
Superintendent
Eastern LSD

Karolyn King
Reading Recovery
Teacher Leader
South-Western CSD

Debbie Davis
South Central Ohio
Computer Association

Fran Herrell
Principal
Dawson-Bryant Elem

Stephen Kingery
Superintendent
Ironton CSD

Steve Easterling
Asst. Principal
Dawson-Bryant HS

Susan Heyard
Asst. Superintendent
Ironton CSD

Mike Lau
Fiscal Agent
Hamilton/Clermont
Cooperative Association

John Eaton
Principal
Wheelersburg HS

Willie Hobbs
Asst. Principal
East Primary School
Waverly CSD
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<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Joanne Little</td>
<td>Treasurer</td>
<td>Olentangy LSD</td>
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<td>Phyllis McQueen</td>
<td>Superintendent</td>
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<td>Brent Saunders</td>
<td>Asst. Principal</td>
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<td>Lori Lowe</td>
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<td>Karen Mercer</td>
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<td>Bob Schwamberger</td>
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<td>Natalie Lupi</td>
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<td>Tuscarawas Co. MRDD</td>
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<td>Eric Meredith</td>
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<td>Tom Smith</td>
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<td>Annette Massie</td>
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<td>Ruth Teeters</td>
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<td>Steve McCann</td>
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<td>Steve McAfee</td>
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<td>Kristi Toppins</td>
<td>Principal</td>
<td>Wilson Elem</td>
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<td>Matthew McCorkle</td>
<td>Principal</td>
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<td>James Payne</td>
<td>Superintendent</td>
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<td>Don Washburn</td>
<td>Director</td>
<td>Pilasco-Ross Special Ed.</td>
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<td>Mike McCoy</td>
<td>Principal</td>
<td>Regional Res. Center</td>
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<td>Al Porter</td>
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<td>Terry Rhea</td>
<td>Principal</td>
<td>Vinton County JHS</td>
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<td>West Ironon Elementary</td>
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We apologize if we have inadvertently missed anyone. If you were not listed and have started a new position, please notify our office so we can offer our congratulations to you as well.
When H.B. 412 was passed it required that schools engage in long-term financial planning or specifically a 5-year projection of revenue and expenditures. It is also expected that long-term financial planning will complement school district continuous improvement planning.

With these expectations confronting schools, the Ohio University Leadership Project tapped into its advisory group of school business officials to assess the professional development needs of school district treasurers. With this input the OULP looked to practitioners in the school business profession to assist in the development of comprehensive workshops that would help school business officials to develop the skills necessary to lead their districts through the myriad of variables and uncertainties underlying financial projections.

At the core of the OULP five-year projection instructional program is a Consistent, Current, and Credible approach to long-term financial planning.

Financial planning must be consistent if it is to be useful to all stakeholders in an organization. For example, there can only be one financial plan for the district and this plan must incorporate all known variables. Also in the interest of consistency, the format of the forecasting document must remain the same throughout the document itself. Finally, source documents must be identified and represented in the forecast. For example, an SF3 (statement of state funding) must be incorporated into the forecast and adjusted as necessary – the financial forecast cannot have one number for state funding while the SF3 has another number.

The financial plan must be current. Using financial projections that are several months old to make decisions today is not only unwise, it is often ineffective. District finances face hundreds of variables that are updated monthly as actual and better information is known; therefore, the financial projections should be updated to incorporate the known information that makes financial planning more reliable.

Finally, the financial plan must be credible. In essence, anyone should be able to look at a district’s projected financial information and evaluate how the numbers were determined. To be credible, the financial plan should also focus on the numbers and the variables and remain impartial relative to program issues. It is also suggested that to be credible districts should increase the input of various interests within the school district in determining the variables that drive the projected revenue and expenditure numbers. By seeking the input of other administrators, or a board finance subcommittee for example, the school business official will improve the overall credibility and acceptance of the five-year projections.

Approaching financial projections in a Consistent, Current, and Credible manner is the basis for the workshops that OULP has offered to school business officials this past year. To date, over 100 school business officials from across the state have turned to the OULP for professional development opportunities relating to their district’s long-term financial planning.
"Excellent workshop! I liked the fact that we actually had a tangible product to take back to our district. Also, this model will save us hours of time."

"This seminar was very timely and fit a high need. A powerful tool to better our school district's financial planning and meet state demands."

"I love this version of the spreadsheet and will definitely use this. This seminar was well worth the time!"

"This was hands-on work. I accomplished work I needed to do while still being out of the district for two days."

"This was the best seminar that I have attended in 20 years as a treasurer."

"Great seminar, leader extremely knowledgeable and willing to help. The worksheet will be put to use immediately in my district."
Professional Development - Where do you fit in?
By: Ann Richards

The Ohio University Leadership Project currently offers professional development opportunities in four specific fields: Superintendents, Junior High/Middle School and High School Principals, Elementary Principals (OUSC & OUC), and Treasurers. You are encouraged to become involved in the group which best fits your need. The sharing by the participants are what make these groups so successful and beneficial.

A Closer Look

The Superintendent Professional Development Group began their 99-00 seminar schedule on September 29th by meeting with George Tombaugh, Executive Assistant for Education to the Governor and Roger Nehls, Deputy Superintendent of Public Instruction.

The Junior High/Middle School & High School Principal’s Professional Development Group meets on the average once a month from September through June. This year’s topics have included roundtable discussions, EMIS and SCOCA updates, and a presentation by Steven Raines, Executive Director of the Ohio Association of Secondary School Administrators.

The Elementary Principal’s Professional Development Group (OUSC) meets to hold roundtable discussions on issues such as safety and security, fourth grade guarantee, and special education. The next meeting will be at West Ironton Elementary to see and discuss the Waterford Reading Program.

"I enjoy and feel I am receiving very worthwhile information."

A new group of Elementary Principals will begin meeting December 9 at Ohio University Chillicothe. The focus of the first meeting will be the Ohio Reads Program.

The Treasurer’s Professional Development Group meets on the Chillicothe campus to discuss information relative to the changes in their profession. The first session discussed the topic of certification and licensure for school business officials with State Department of Education representatives, Regina Lukich and Virginia Leahy. The most recent meeting focused on the changes of the State Funding report (SF-3) with Bill Thompson and Ken Taylor.

A second group of treasurers, the School Business Officials Professional Development Group, is a group of treasurers who have obtained a master’s degree and desire to continue their growth as professionals. The first meeting was a planning session and luncheon with the new cohort of School Business Officials and the second meeting had a presentation/discussion on “School Facilities Commission and Construction Legal Issues.”

"Great Stuff"
"Every meeting of the OULP is worthwhile. It is nice to meet with others in my profession. The responsibilities of the treasurer have drastically changed in the past several years and it is essential that we keep informed on state and local issues."

Looking to the Future:
Leadership for Math, Science, and Technology

December 2, 1999
8:30 a.m. - 3:30 p.m.
Ohio University Southern Campus
Ironton, Ohio

It's time once again for the Fall Advisory Council meeting. This year, the Leadership Project has collaborated with the Ohio Appalachian Initiative and Project REAL (Rural Education Aligned for Learning) to plan a one-day forum focusing on Leadership in math, science, and technology. The day will be an extravaganza and will bring together all of the professional development groups of the Leadership Project.

Featured presenters will include Russ Moxley, Senior Associate at the Center for Creative Leadership; Gil Valdez, Associate Director of North Central Regional Educational Lab (NCREL); and Steve Henderson, Director of Appalachian Rural Systemic Initiative. Included in the events of the day will be panel discussion and breakout sessions to showcase exemplary programs in math, science, and technology.

The Advisory Council Meeting will be held during the first afternoon breakout session and will be led by Russ Moxley. This is a day not to be missed! If you would like to be a part of the day's activities, please RSVP to the Leadership Project office at boydr@ohio.edu.
From the Director

Another school year is in full "bloom" – probably the wrong term for the fall season of the year. As with previous school years many of the traditions of the past, such as football and marching band, appear to be "alive and well". But also as in the past, there is change. Change is being experienced in the form of advanced technologies, updated proficiency tests, school district report cards, and the ever-evolving expectations of and for the students, their families, and the schools.

The Leadership Project is experiencing a continuation of most of the professional development programs developed and implemented in previous school years, and the initiation of new programs and services. For example, the superintendent, elementary principal, high school principal, junior/ middle school principal, and treasurer professional development programs each already have had at least two seminars, and new programs are in the development stage.

These programs are under continuous scrutiny for improvement. Almost every seminar involves some discussion regarding ways to enhance the delivery of professional development for the participants. In addition, I am always seeking the input of others as to the foci of the project and its programs. The objective is to identify and to provide programs that have an optimal blend of the ingredients needed by the participating administrators in order that they can provide effective leadership. Particularly sought after is the development and nurturing of leadership that will enhance the levels of student learning that occur in the buildings and districts for which the participants are responsible.

I really appreciate suggestions for new programs and for the improvement of existing programs. At least five new initiatives are either in the planning stages or have already been implemented for this school year. They have almost all resulted from the suggestions of you, the participants in the programs. In fact, one of the best parts of my job is the opportunity to provide the vehicle for the utilization of the ideas of others for the professional growth of school leaders.

Please contact me with your suggestions, input, concerns, questions, and complaints. The opportunity to serve you is greatly appreciated. I can be reached at larsonw@ohio.edu or at (740) 533-4580.

Bill Larson