Expanding Your Skills in Information Management
by: Charles Taylor

In the fall of 1995, the first annual information management seminar for school business officials was conducted at Fairfield Career Center near Lancaster. Jointly sponsored by Ohio Association of School Business Officials and Ohio University Leadership Project, the seminar was intended to "provide school business officials with skills to assist them in the management of data in the information age."

Each year since, a two-day session has been conducted at the same site in late October with the same purpose. Fairfield County was selected as the site because of its relatively easy access from southern and central Ohio. The seminars, however, have drawn participants from all areas of the state.

"Hands-on" opportunities for participants have been a major element of the seminars. All activities have emphasized use of the computer to obtain and/or manipulate data to enable the participants to be more productive and effective in management within their districts.

Topics for the sessions have included spreadsheet and database applications, use of the internet, presentation graphics, understanding services of data acquisition sites, and five-year projections using database connections. Presenters have included practitioners, A-site representatives, and others who have knowledge of school business operations.

Attempts have been made to develop the program to satisfy needs of participants. Advisory committees have identified the kinds of skills and information that are desired and the sessions are arranged as much as possible in accordance with the requests.

One on-going concern in conducting the seminars is availability of

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Expanding Your Skills...
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suitable computer laboratory facilities to conduct the two-day sessions. Fairfield Career Center has very graciously cooperated for the past four years; however, it is disruptive to their programs when they vacate their labs for two days. We’re seeking optional sites and would welcome suggestions. A suitable site should have 25 computer stations with connectivity to ODE information sources, the internet, and sufficient capacity and speed to minimize wait time for participants using the data sources.

Based on participation in and comments about the seminars, there is a continuing need for school business officials to develop their skills in use of computer technology. Ohio University and Ohio Association of School Business Officials want to work to address these needs. Toward that end, we encourage treasurers and other school officials to help by making suggestions for future seminar topics and presenters. Send comments to Dr. William Larson, Director, Ohio University Leadership Project, or e-mail him at larsonw@ohiou.edu.

Charles Taylor is a professor of Educational Administration at Ohio University and the coordinator for the Lancaster/Zanesville Rural Principal Preparation Program.

A Treasurer’s Prospective
by: Janet Awalt

I am involved with the Treasurers Professional Development Program as a member of the planning committee and as a program participant. This program, a part of Ohio University Leadership Project, provides professional development for Ohio’s treasurers in an informal setting.

I have been employed at Berne Union Local Schools for 26 years and as a treasurer for seven years. I participate in the Treasurer’s Professional Development Seminars in order to grow professionally, to learn from other treasurers, and to participate in leadership activities. The seminars, conferences, and workshops are structured to provide an intense focus on teamwork of administrative personnel in order to develop

The Leadership Project provides the means for me and for others to grow and to set the highest standards of excellence in our profession.

strategies to enhance the educational process. The primary focus of the program is to provide professional development, and as an added attraction, Ohio University has given me the opportunity to earn university credit for program participation. The Leadership Project is productive because participants contribute to and benefit from the program.

At a recent meeting, Treasurers met with Ohio University personnel, superintendents, principals, and business managers in a round table discussion. The purpose of this meeting was to explore objectives of the Leadership Project by offering suggestions and thoughts with each other in order to provide an effective program for present and future participants.

Treasurers are responsible for fiscal accountability and reports, as well as being a member of the administrative team. Their role in public education continues to expand, and, in today’s society, leadership qualities are essential. Most people are not born leaders, and becoming a leader is an on-going process. The Leadership Project provides the means for me and for others to grow and to set the highest standards of excellence in our profession. We are a vital part of Ohio’s educational process, and Ohio University Leadership Project helps us achieve our goals to become the best we can.

Janet Awalt is the treasurer at Berne Union Local Schools and an active participant of the Treasurers Professional Development Program.
OULP Program Participants working together

Joe Morrison, Elggie Robertson, Bill Buckley share ideas with one another at a recent seminar.

Superintendents visit during the November seminar on SF-3 reports and School Funding. Roger Crago, John Edgar, and Jack Payton

High School and Middle School principals: Craig Haney, Rick Carrington, Ken Cook, and Bill Boston
The Ohio University Leadership Project Advisory Council held its annual fall meeting on December 3, 1998. The Ohio Association of School Business Officials (OASBO) and the Ohio University Leadership Project hosted the meeting.

Pat Williard, treasurer, Amanda-Clearcreek LSD, welcomed council members on behalf of OASBO.

Bill Dingus, Dean of OUSC, expressed his praise and gratitude for the Leadership Project’s efforts, and for the support it provides for the development of educational leaders.

A seven-member panel presented a discussion of the objectives and the means to attain the objectives of effective professional development programs for school leaders for the future. The panel included: 1) Lawrence Butler, Director of Personnel, Chillicothe CSD, 2) Michael Fuller, Muskingum Valley ESC, 3) Aimee Howley, Professor of Educational Administration, Ohio University, 4) Kevin Rice, Principal, Jackson High School, Jackson CSD, 5) Euggle Robertson, Superintendent, Waverly CSD, 6) Kathy Robbins, Principal, Westview Elementary School, Zanesville CSD, and 7) Pat Williard, Treasurer, Amanda-Clearcreek LSD.

Lawrence Butler focused his discussion on the need for a mentor program for new school administrators. Kevin Rice and Pat Williard contributed to the discussion on the importance of sharing knowledge and collaborating with fellow professionals. Euggle Robertson shared the importance of empowering the people you work with, and Kathy Robbins stressed the importance of managerial skills including time management, people skills, leading, and knowledge of teaching.

A round table discussion was then held to address how these needs are currently being met by the Leadership Project and what areas should be focused on in future professional development seminars.

Ideas generated for the professional growth of principals included: networking with colleagues, local problem solving, recruitment of “passionate” people, use of applied research, and personal development.

Mentoring and networking, administrative team building with “cross-training”, treasurer role identity, and community relations were issues addressed for the professional development of treasurers.

A discussion followed to develop formats for addressing these issues. Ideas generated included team coaching on site, development of a special-

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FEBRUARY
February 25, 1999
Elementary Principals
Professional Development Seminar
Ohio University Southern Campus

February 26, 1999
Treasurers Professional Development
Ohio University Chillicothe Campus

MARCH
March 10, 1999
High School/Middle School Principals
Professional Development Seminar
Ohio University Southern Campus

March 17, 1999
Superintendent Professional
Development Seminar
Ohio University Chillicothe Campus

OULP Winter Seminars

March 23, 24, and 25, 1999
OASBO/OULP Seminar
The Five Year Forecast
Ohio University Chillicothe Campus

APRIL
April 14, 1999
High School/Middle School Principals
Professional Development Seminar
Ohio University Southern Campus

April 28, 1999
Superintendent Professional
Development Seminar
Ohio University Chillicothe Campus

April 29, 1999
OULP Advisory Council Meeting
Ohio University Southern Campus

Planning...
(continued from p. 4)

ist degree, professional development cohorts, and conducting meetings at convenient times.

Participants expressed their gratitude and appreciation for the professional growth opportunities and experiences that have been provided by the project and are looking forward to the ongoing programs of the Leadership Project.

The next advisory council meeting will be held in April at the Ohio University Southern Campus.

Donna Minnix and Rosalie Miller discuss things over at a recent Superintendent Seminar.
Principal Profile:

Susan Heyard

Current Position:
Principal, Whitwell Elementary and West Ironton Elementary, Ironton CSD

Sketch of Career:
27 years of experience as a teacher and/or principal. She has taught Kindergarten, grades 2 through 8, and Title One.

What I enjoy most about being in education is
the children. I knew when I was in first grade I wanted to be a teacher.

Management Philosophy:
“Attitude is Everything”

Accomplishment I am most proud of
is having former students return to visit me. It pleases me that they want to see me and I feel as if I made a difference in their life.

The hardest lesson I ever
had to learn
is that you can’t fix everything.

People would be surprised
to know that I
love rocks and minerals and to go
rock hunting.

Someday, I would like to
get my doctorate, probably after I retire.

Hobbies/Interests:
Rocks, family, and being a grandma.

Congratulations and Good Luck!

OULP extends congratulations and good luck to these two program participants. Our best wishes to them for continued success as they embark on their new positions.

Linda Bryan
Treasurer
Jefferson Area LSD

Hugh Garside
Treasurer
South Western CSD
In today's fast-paced world, it is nice to know research and information is available to us at our fingertips. Having up-to-date information is critical in making decisions and implementing new ideas. The following web site is one that may just prove to provide you with the information you are looking for.

The Association for Supervision and Curriculum Development (ASCD) web site is full of resources. This site provides conference information, on-line publications, and articles from Educational Leadership. Many full text articles are available and address current "hot topics" in leadership and administration. A search engine allows you to look for specific information on the topic of your choice. On-line courses are offered through this site as well as publications and multimedia products. A discussion group is available for getting answers and discussing with administrative issues. To locate this site, go to: www.ascd.org

Book Review

Gifts Differing
by Isabel Briggs Myers

When Freud developed his theory of personality, he studied individuals who were neurotic and psychotic, giving us the "sick" half of personality. Abraham Maslow helped to give us the "healthy" half of personality by developing a theory based on the study of highly successful or self-actualized individuals. In a similar manner Isabel Briggs Myers extends Carl Jung's descriptions of personality types that were developed from studies of people with personality problems to her own descriptions of personality types that were developed from studies of normal people with normal problems.

Well-known as the creator of the "Myers-Briggs Type Indicator" Isabel Briggs Myers describes how people differ in their awareness of the environment by either sensing or intuition. She describes how people differ in the ways they form conclusions about what they perceive by either thinking or feeling. In Gifts Differing "different" does not mean "abnormal". In fact, diversity among those with whom we live and work is both desirable an necessary for the growth of the individual and of the organization.

Gifts Differing helps us to appreciate those persons who look at life differently than we do ourselves. It helps us to understand them and to communicate more effectively with them. Understanding the personality types that are described in this book helps the manager or administrator know his or her employees and enables the administrator to develop his or her employees' potentials. Understanding one's own personality type and preferences helps the individual to develop his or her own potential.

Educational administration involves a great amount of time and effort that is devoted to group problem-solving and human relations. Gifts Differing enhances our ability to work successfully with people and to bring out the best in others and ourselves.

Review by: Eric Humston

Eric Humston is the Elementary Curriculum Supervisor and District Data Coordinator for Valley LSD.
From the Director

Dear Readers of Extra!

The programs of the Leadership Project continue to grow in number and in participation. For example, a second cohort for school business officials and a cohort of elementary principals have recently embarked upon professional development programs. A recent review of the project participants reflected that while they are primarily from the counties typically served by Ohio University, they also represent over half the counties of the state. In fact, the two participants recognized in this edition for their new and exciting jobs are from not only different counties but from rather different sections of the state.

This is an exciting period to be involved in the coordination of professional development programs for school leaders. With so many instructional and operational changes occurring within the schools, there is a need for developmental opportunities that will help school leaders be prepared better to address their responsibilities. I think this need is a significant part of the motivation for the growing participation in the Leadership Project programs. The content of the article in this edition by Janet Awalt also offers insight regarding the importance of professional development.

The management of data has become an important issue for school leaders. Having accurate, useable, and accessible data can be very helpful with the development of decisions. Many successful businesses, such as Walmart, make it a practice to provide their decision-makers and managers with functional information. The annual fall information management seminar, reported in this edition by Dr. Charles Taylor, is an effort to provide effective professional development regarding the use of data to manage effectively. The agenda for the Spring Advisory Council meeting of the Leadership Project, which is the complement to the Fall Advisory Council meeting, reported in this edition by Ann Richards, will be focused on information management.

Your reactions to this newsletter and to the programs of the Leadership Project are solicited. Your input is important to identification, development, and implementation of programs that provide meaningful help to school leaders. I can be reached at (740) 533-4580 or at larsnw@ohio.edu.

Until then,

Bill Larson

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