MOVING CHAPTERS FORWARD

Building Leadership Capacity in the Chapter

1.   Do you believe that all Delta Kappa Gamma members can lead? How? What would this look like in a chapter if this were true?

3.   Individually, write about any actions/activities in your own chapter that are related to at least one of the following four areas:

participation -

communication -

collaboration -

Society coherence –

These four areas are critical to the life of the chapter. How might you increase the quality of your own chapter's performance in one of these areas?

4.   Examine the attached **Building Chapter Leadership Capacity Strategies**. Circle the items that describe your own chapter. Add your own ideas at the blank deltas. Discuss Lambert's recommended strategies for intervention and your own.

CHAPTER LEADERSHIP CAPACITY MATRIX

LOW SKILLFULNESS

▶ Autocratic officers
▶ Limited (primarily one-way) flow of information
▶ Codependent, maternal relationships
▶ Rigidly defined roles
▶ Norms of compliance
▶ Lack of innovation in chapter practices
▶ Membership growth poor or showing short-term improvement

▶ Laissez-faire officers
▶ Fragmentation and lack of coherence of information and programs
▶ Norms of individualism
▶ Undefined roles and responsibilities
▶ Both excellent and poor programs
▶ "Spotty" innovation
▶ Membership growth static overall

1 **2**

LOW PARTICIPATION   HIGH PARTICIPATION

3 **4**

▶ Trained leadership or leadership team
▶ Limited uses of membership data, information flow within designated leadership groups
▶ Polarized membership, pockets of resistance
▶ Designated leaders acting efficiently; others serving in traditional roles
▶ Pockets of innovation and excellent practices
▶ Membership growth static or showing slight improvement

▶ Broad-based, skillful participation in the work of leadership
▶ Inquiry-based use of information to inform decisions and practices
▶ Roles and responsibilities that reflect broad involvement and collaboration
▶ Reflective practice/innovation as the norm
▶ High Membership
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HIGH SKILLFULNESS

Derived from Connecting Capacity Building with Leadership, Linda Lambert, ASCD, 2006

BUILDING CHAPTER LEADERSHIP CAPACITY STRATEGIES

QUADRANT 1: DEVELOPING RECIPROCAL RELATIONSHIPS

Possible strategies include:

- ▶ Establishing collaborative norms
- ▶ Solving problems
- ▶ Using evidence in discussions
- ▶ Mentoring new members
- ▶

QUADRANT 2: CREATING A SHARED PURPOSE

Possible strategies include:

- ▶ Finding shared values
- ▶ Engaging in chapter-wide collaborative research
- ▶ Running effective chapter meetings
- ▶

QUADRANT 3: MOVING TO COLLABORATION

Possible strategies include:

- ▶ Involving everyone in chapter-wide conversations
- ▶ Using dialogue, not monologue, consistently
- ▶ Using conflict-resolution skills
- ▶

QUADRANT 4: SUSTAINABILITY

Possible strategies include:

- ▶ Revisiting the shared vision of the chapter regularly
- ▶ Creating multiple means of participation
- ▶ Attending to succession planning
- ▶

Derived from *Building Leadership Capacity in Schools,* Linda Lambert, ASCD, 1998

Prepared by Nita R. Scott for 2013 Regional Conference Sessions:
It Doesn't Take Barbells to Strengthen a Chapter.

GOAL SETTING

Beginning with the End in Mind

Professional research indicates that members of organizations achieve at a higher level when leadership is delivered by leaders who are organized, collaborative, reflective, and goal oriented. Take a moment to write down your goals for yourself and your members for this year of the biennium. Remember that a goal must be achieveable, measurable, and contain how you intend to attain it.

1.　My personal goal:

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2.　My professional goal:

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3.　My goal for my chapter:

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Revisit these goals periodically throughout the year to determine your progress, obstacles, or the need to modify them.

MANDATES FOR CHAPTERS FROM THE DELTA KAPPA GAMMA SOCIETY INTERNATIONAL *CONSTITUTION*

1. Members are elected to membership based on particular qualifications (III.B.1). Members are granted reserve status for only two reasons (III.B.2).

2. Members complete financial responsibilities – pay dues and fees   on time (IV).

3. Chapters must have at least 4 regular meetings per year (IX.A.3).

4. Chapters must have an Executive Board, with defined duties   (VII.C.)

5. Chapters adhere to the Purposes and Mission Statement. They are responsible for Society work and may create committees to   complete that work (VIII.A.2).

6. Chapters must have Rules that are consistent with the *Constitution* and its state organization bylaws (VI.D.3)

7. Chapter must elect and appoint particular officers who must be members. Chapter officers are elected in even-numbered years (VI.D.3).

8. Chapters submit annual and biennial reports (VIII.A.2)

Successful Chapter Model

1. Holds 4-6 well-planned, relatively informal but still structured, quick-moving business meetings per year.

2. Meets at varied times, days, and places convenient for working members.

3. Meets for approximately 1.5 hours in length, excluding meals.

4. Has more refreshment-only meetings than meetings with meals.

5. Plans fellowship time as part of each meeting.

6. Focuses on meeting members' social needs (fellowship/camaraderie).

7. Has open meetings and activities that welcome non-members.

8. Has a wide variety of high-quality, interesting programs and speakers, including programs that highlight community initiatives and those that use members' talents/expertise.

9. Supports a variety on one-time and ongoing projects that actively engage members.

10. Supports projects in the areas of Mentoring/Collaborative Connections; fund-raising and volunteers efforts; scholarships and grants-in-aid; community initiatives, especially for women and children; literacy; the legislative process; and others, including international projects.

11. Communicates with members in multiple ways: newsletter (print, website, or email four or more times a year), phone, email, snailmail, website.

12. Publicizes the Society through projects and activities that receive newspaper coverage as well as school and community recognition.

13. Has specific strategies in place for attracting new members, retaining members, engaging retired and employed members, and developing /nurturing new chapter leaders.

14. Implements formal and traditional initiation and installation ceremonies.

15. Emphasizes the Society's mission, purposes, and history.

16. Offers benefits and services that members cannot get elsewhere, including chapter scholarships, grants, interaction among a diverse group of educators, friendship/camaraderie, and service to the community.