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How to Effectively Serve Your Department by Being an Influential Leader

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Recommended Citation

Rouser, Shelley; Edelin, Charlisa; and Marine, Renee (2023). "How to Effectively Serve Your Department by Being an Influential Leader," *Academic Chairpersons Conference Proceedings*.

<https://newprairiepress.org/accp/2023/servant-leader/11>

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1. Presentation Title: How to Effectively Serve Your Department by Being an Influential Leader

2. Presenter Information:

Dr. Shelley Rouser



Dr. Shelley S. Rouser is Chairperson and Associate Professor for the Education Department at Delaware State University. She oversees the Council for Professional Education at DSU which is comprised of eight undergraduate education programs and three graduate programs. Prior to joining Delaware State University, Dr. Rouser had 25 years of experience in K-12 education as a former middle and high school teacher, teacher leader, content area specialist, and central office administrator. She is experienced with the challenges of managing a major change effort as well as the systems work it takes to build capacity to navigate such adaptive changes. Her current work at Delaware State University is grounded in establishing more equitable systems and diverse educators in K12 schools through initiatives aimed to increase the number of male educators, establishing innovative undergraduate and graduate programs that prepare culturally responsive teachers and administrators, ensuring early childhood education programs for under-resourced communities meet the highest quality standards, and providing professional development supports to local school districts around equity, access, and culturally responsive pedagogy. Under her leadership, Delaware State University received a \$31.6 million dollar grant for an Early Childhood Innovation Center. In following her educational equity-focused efforts, Dr. Rouser led the state's P20 Council's Educator Supports for Early Literacy through Institutions of Higher Education Committee and currently serves on the Redding Consortium focused on educational equity in Delaware's urban and rural communities and the Wilmington Center for Educational Equity Steering Committee (WCEEP).

Dr. Charlisa Edelin



Charlisa Holloway Edelin, J.D. is the Interim Chair for DSU's Department of Mass Communications, Visual and Performing Arts and the Co-Director of Delaware State University's Law Studies Program. Dr. Edelin teaches courses that focus on the First Amendment, journalism, and public relations. She is currently the co-advisor for the DSU chapter of National Association of Black Journalists and Public Relations Student Society of America. She has published articles concerning the speech-centered cases concerning Kimberly "Lil Kim" Jones' perjury trial and Robert Mapplethorpe's obscenity trial. Additionally, Professor Edelin currently serves as one of the five elected members of the Appoquinimink School District Board of Education that serves 11,000-plus students. She is in her second five-year elected term and during that time has served as the Vice President; State School Board Representative and Legislative Liaison. As a member of the Board, she focuses on diversifying the district's staff to reflect the changing demographic of the community and eradicating the achievement gap for minority children and boys within the district. Dr. Edelin earned her Juris Doctorate from Howard University in 1996 and her Bachelor of Arts in Journalism and Public Relations from the same university in 1990.

Dr. Renee' Marine



Renee' C. Marine, Ed.D., is a Program Director, Assistant Professor and the Television Concentration Lead in The Department of Mass Communications, Visual and Performing Arts at Delaware State University. She holds a Bachelor of Science in Journalism degree from West Virginia University and her Master of Art's degree from New York University. While at Delaware State University, she co-advised and executively produced the Television Academy and Coca-Cola's inaugural \$40,000 grant winning short form student documentary, "Once a Hornet Always a Hornet" presented at the 2022 National Sports Emmy's. Before teaching, Renee' worked for more than 23 years in the Television industry and earned an Emmy and Edward R. Murrow Award.

3. Disciplines: Education, Mass Communication, Educational Leadership, Higher Education Administration, Higher Education Administration

4. Presentation Theme: Becoming an Effective Servant Leader
5. Presentation Type: Interactive Workshop (105 minutes)
6. Abstract: Presentation participants will learn how to get things done by understanding the team of individuals involved in the process, their needs, what motivates them, and other factors that influence how they make decisions. Participants will discuss strategies on how to become an effective servant leader with influence to better serve their departments and institutions as a cohesive team.
7. Keywords: Servant leader, influential leader, academic leadership, diversity, department culture, change management
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9. Presentation Documents:

The word ‘leadership’ can mean so many things to different people. It can invoke positive or negative emotions based on the individual and their experiences. Leadership as defined by renowned researcher, professor, and author, Peter G. Northouse, is defined as a process whereby an individual influences a group of individuals to achieve a common goal (2016, p. 6). It is the word and act of *influence* that can ultimately lead an administrator to fall in higher education. There are many factors to consider when trying to be the most effective servant leader for your institution but possessing and sharing *influence* is key. Taken a step further, embracing an *influence* that is diverse, inclusive, and equal.

To truly lead as a servant with influence, understanding the culture and a culture toward change is paramount. Michael Fullen (2001) says in his book *Leading in a Culture of Change*, effective leadership is not only done by those with moral purpose and innovation, but also influential when the leader is able to redefine resistance saying, “we are more likely to learn something from people who disagree with us than we are from those who agree” (p. 40). It is that act of listening that can create a common ground where both servants, the administrator and faculty, can work together to achieve a department’s and/or institution’s goal. In *Influencer: The New Science of Leading Change*, Kerry Patterson (2013) says, “At the end of the day, what qualifies people to be leaders is their capacity to influence other to change their behavior in order to achieve important results.”

For this workshop, we will invite Chairs to critically think about their role as a servant leader and how to pull six levers of influence to drive change. We will open the discussion with research and knowledge about the different types of leadership and concentrate on why influence is essential. Following the discussion, we will collaborate with Chairs in a consultative model on some influential servant leadership successes and challenges in a working session focused on generating practical next steps and workable solutions to the problems being faced.

- Grenny, J. et. al. (2013). *Influencer: The new science of leading change*. McGraw Hill.
- Northouse, P. G. (2016). *Leadership Theory and Practice* (7th ed.). Sage.
- Office of Planning, Evaluation and Policy Development, Office of Under Secretary, and Department of Education (2016). *Advancing Diversity and Inclusion in Higher Education*. Retrieved from <https://www2.ed.gov/rschstat/research/pubs/advancing-diversity-inclusion.pdf>.
- Stewart, M. (10 February 2021). HBCUs Are Becoming More Diverse, But Not Everyone Considers that a Good Thing. Retrieved from <https://www.insightintodiversity.com/hbcus-are-becoming-more-diverse-but-not-everyone-considers-that-a-good-thing/>.