



President and Provost Roundtable Discussion

Topic – Servant Leadership For Higher Education¹

Discussion: Do these principles seem compatible with SHSU culture? Does the University's long-term emphasis on each student's success mesh with servant leadership principles? Does our ability to solve things together and embrace new ideas fit this leadership approach?

Unsuccessful Leadership Models

1. Administrator as Father or Mother Figure
2. Administrator as Firefighter
3. Administrator as the Role
4. Administrator as Transactional Leader
5. Administrator as Micromanager
6. Laissez-faire Leader

Servant Leadership – A Philosophy of Living

1. Appearance to Others
2. How Servant Leaders Live and Lead
3. Call to Serve or Sense of Service
4. Authenticity
5. Humility
6. Moral Courage
7. Healing One's Own Emotional State

Servant Leadership Principles

1. Service to Others is the Highest Priority

- a. Define Service
- b. A Calling
- c. Nature of Relationships
- d. Sources of Power
- e. Projecting Light Rather Than Darkness
- f. Love as Part of Servant Leadership
- g. Origins of Callings
- h. Can the Call to Serve Be Developed?

2. Facilitate Meeting the Needs of Others

- a. Insight into the New Generation
- b. What Does It Mean to Really Listen to Others?
- c. Meeting the Highest-Priority Needs of Faculty Members, Staff and Students
- d. New Faculty Members and Staff
- e. Priority Needs Beyond the Professional
- f. Role of Servant Leader in Spiritual Development
- g. Priority Needs That Can't Be Met
- h. What Does Facilitating to Meet Needs Mean?

3. Foster Problem Solving and Taking Responsibility at All Levels

- a. Getting the Work Accomplished
 - i. Individuals
 - ii. Staff
 - iii. Faculty Members
 - iv. Work Groups
 - v. Departments or Other Units
- b. The Inside-Out Assessment
 - i. Student Evaluation Validity and Reliability
 - ii. What Can Students Evaluate?
- c. A More Comprehensive, Learning-Centered Approach

- d. Decision Making for Servant Leaders
 - i. Kind of Decision
 - ii. Decisions From Above
 - iii. Who Needs to Be Involved?
 - iv. Speed of Decision
- 4. Promote Emotional Healing in People and the Organization**
 - a. Professional Versus Personal Issues
 - b. Addressing Disappointments and Lost Dreams
 - c. Emotional Healing Defined
 - d. Some Insights into Emotional Healing
 - e. Thinking About Your Unit in Terms of Emotional Healing
 - f. Rules of Engagement
- 5. Means are as Important as Ends**
 - a. Dealing with Difficult Personnel
 - b. Investing in the Human Resource Bank
 - c. Attitude Toward Professional Development
 - d. Motivation to Improve
- 6. Keep One Eye on the Present and One on the Future**
 - a. An Example of Balance Between Now and the Future – Kaskaskia Community College
 - b. Risks from Inattention to the Present and Future
- 7. Embrace Paradoxes and Dilemmas**
 - a. Structure and Innovation
 - b. Formal and Informal Structure
 - c. Other Paradoxes and Dilemmas
 - i. Leading and Managing
 - ii. Rules, Procedures, and Exceptions
 - iii. Challenge and Support
 - iv. Experience and Naivety
 - v. Hard and Soft Styles
 - d. Department Chair Role
- 8. Leave a Legacy to Society**
 - a. Administrators’ Stewardship
 - i. Personal Character
 - ii. Culture of the Department
 - iii. Products and Accomplishments
 - b. At an Institutional Level
 - c. At a Unit Level
 - d. At an Individual Level
- 9. Model Servant Leadership**
 - a. A Challenging Case – Kent Keith, Chaminade University
- 10. Develop More Servant Leaders**
 - a. Modeling
 - b. Rules of Engagement
 - c. Professional Development
 - d. Evaluation

Care and Feeding of Servant Leaders

1. Know Yourself
2. Build and Maintain Healthy Relationships
3. Engage in Professional Renewal and Development
4. Find Administrative Mentors
5. Expand to Develop Other Mentors
6. Engage in Personal Renewal and Development

References

1. Wheeler, D. W. (2012). *Servant leadership for higher education: principles and practices* / Daniel W. Wheeler. San Francisco, California: Jossey-Bass, c2012.