

**The Leadership Legacy of
Beta Upsilon Presidents
1970 – 2021**



**Beta Upsilon Chapter
Region 1**

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and
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This study of the Beta Upsilon Chapter leadership was conducted to capture the leadership of past chapter presidents. By reviewing the past, we can improve upon the future leadership of Beta Upsilon. Good leadership is rooted in the ability to achieve growth and maintain sustainability of chapter members while engaging them in the mission, vision, and purposes of the chapter, NC DKG, and DKG International. As we consider the future leaders, we want to have leaders who promote inclusion, unity, collaboration, and support for educators.

Special thanks and appreciation to Barbara Harrington, Sue Fairless, and Mona Boyd for reviewing the *Profiles of Presidents* to ensure accuracy and leadership inclusion of projects/events of each president provided.

Thanks to the *NC DKG Educational Foundation* for the opportunity to receive *Continuing Education Professional/Personal* grant funds to research this project as proposed by Drs. Phyllis Broughton and Kaye Dotson. Both are members of Beta Upsilon Chapter. Dr. Broughton was inducted in September 2015. Dr. Kaye Dotson was inducted in September 2009.

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Governance of the Chapter: Beta Upsilon Chapter of Delta Kappa Gamma is governed by the procedures for local chapters as stated in The International Constitution and Standing Rules and NC DKG Bylaws and Standing Rules.



The name of this chapter shall be Beta Upsilon Chapter, NC DKG Organization, The North Carolina State Organization of The Delta Kappa Gamma Society International (formerly known as Eta State), abbreviated as NC DKG. The name changed in 2019.

The Mission of the Chapter: To promote professional and personal growth of women educators and excellence in education.

The International Mission of the Chapter: Leading women educators impacting education worldwide.

Purposes: The purposes of the Delta Kappa Gamma Society International shall be:

1. To unite women educators of the world in a genuine spiritual fellowship;
2. To honor women who have given or who evidence a potential for distinctive service in any field of education;
3. To advance the professional interest and position of women in education;
4. To initiate, endorse, and support desirable legislative or other suitable endeavors in the interests of education and of women educators;
5. To endow scholarships to aid outstanding women educators in pursuing graduate study and to grant fellowships to non-member women educators;
6. To stimulate the personal and professional growth of members and to encourage their participation in appropriate programs of action; and
7. To inform the members of current economic, social, political, and educational issues so that they may participate effectively in a world society.



Nell Stinson Rea

Brief History: Beta Upsilon Chapter was organized on May 21, 1970, as a division from Pi Chapter at the Town and Country Restaurant, Williamston, NC. Due to the Pi Chapter serving several counties and involving a great distance in miles and time among the locations for

meetings, it was decided by ETA State (which is now NC DKG) to divide into two chapters: Beta Upsilon and Pi. The meeting was attended by Eta State President Claudine Watson and Pi Chapter officers and members. Thirty-one charter members signed the document. Nell Rea was the first Beta Upsilon Chapter president.

Beta Upsilon Chapter is in Region 1 and serves Bertie, Gates, Hertford, Martin, Tyrrell, and Washington Counties. Officers were President Nell Rae, Vice President Lois Young, Second Vice President Arlene Manning, Secretary Margie Lucas, and Finance Chair, Eva White.

**The Charter Members of Beta Upsilon Chapter
May 21, 1970**

Matilda Alexander	Irma Hough (treasurer 20 years – Pi Chapter)	Mariam Rigsby
Jarahnee H. Bailey	Margie Lucas	Irene J. Roberson
Lucile Barnes	Christine Mangum	Maywood Scarborough
Carolyn Brinkley	Arlene Manning	Agnes Simmons
Marla Colman	Louise W. Marsh	Louise Spruill
Myrtle Croom	Helen B. Matthews (Gamma Kappa)	Martha Sue Todd
Camille B. Everton (Pi)	Addie Lee Meador	Edith Warren
Louise B. Foster	Mildred Pate (Beta Alpha)	Eva White
Dorothy Godwin	Helen Peele	Mary Credle White
Wilma Griffin	Rhodes Pratt	Mary Wollard
Cordula Hassell	Nell Rae	Lois Young

Beta Upsilon Chapter - Past Presidents

President	Year
Mrs. Nell Rae	1970 – 1972
Mrs. Lois Young	1972 - 1974
Miss Arlene Manning	1974 - 1976
Mrs. Martha Sue Todd	1976 – 1978
Mrs. Edith Warren	1978 – 1980
Mrs. Susan Godwin	1980 - 1982
Mrs. Fran A. Everton	1982 - 1984
Mrs. Mary P. Littrell	1984 – 1986
Mrs. Jarahnee Bailey	1986 – 1988
Mrs. Julia Credle	1988 - 1990
Mrs. Mary Rose Lawrence	1990 - 1992
Mrs. Judith M. Manseau	1992 - 1994
Mrs. Elizabeth Cayton	1994 - 1996
Dr. Carole Smith	1996 - 1998
Mrs. Rita Bula	1998 - 2000
Mrs. Sue Fairless	2000 – 2002
Mrs. Betty Glover	2002 – 2004
Mrs. Ella Ross	2004 – 2006
Dr. Frances Baker	2006 – 2008
Mrs. Mona Boyd	2008 – 2010
Mrs. Barbara Harrington	2010 – 2012
Mrs. Pat Nelson	2012 – 2014
Mrs. Jean Alexander	2014 – 2016
Mrs. Kathy Britt	2016 - 2018
Dr. Kaye Dotson	2018 – 2020
Dr. Phyllis Broughton	2020 - 2022

Beta Upsilon Past Presidents in Memoriam

Name	Inducted	Deceased
Rea, Nell Charter Member and First President (1970-1972)	1953	9-23-1991
Young, Lois Charter Member and Second President (1972-1974)	1965	9-15-2001
Manning, Arlene Charter Member and Third President (1974-1976)	1967	1-16-2019
Todd, Martha Sue Charter Member and Fourth President (1976-1978)	1976	11-2016
Godwin, Susan Chapter Member and Past President	1972	7-2-2004
Mary P. Littrell Chapter Member and Past President 1984-1986	1973	4-29-1993
Jarahnee "Jeri" Bailey Chapter Member and Past President 1986-1988	1961	5-6-2004
Mary Rose Lawrence Chapter Member and Past President 1990-1992	1975	8-5-2003
Judith M. Manseau Chapter Member and Past President 1992-1994	1972	11-13-1997

Elizabeth “Beth” Cayton Chapter Member and Past President 1994-1996	1985	10-2-2002
Baker, Frances (Dr.) Chapter Member and Past President (2006-2008)	1991	3-11-2020
Glover, Betty Chapter Member and Past President (2002-2004)	1989	8-9-2020

Goal of This Study: The goal for this study grew from a need to review the past leadership legacy from the grassroots and to begin thinking about how the next generations can move the Beta Upsilon Chapter forward. As we make our way into the next generations of leadership, we are looking at the power and change for the future of leadership in this organization of educators, who are poised and ready to take the role in leading into the future. The best place to start is to review leaders of the past and their leadership successes and challenges. Past leaders play a vital role in encouraging the next generation of leaders.

Research Process: Participants completed the brief Leadership Styles survey (Appendix B) prior to the interview. The survey and interview questions were given to interviewees prior to the interview so that each person would have time to recall/reflect on her time as president.

Interview sessions took place from January 1 through February 28, 2021. Sessions were held for one to two hours per session with some variations. Sessions included (1) a brief introduction, (2) a brief history

of why the interviews were taking place, (3) the participant completing the survey, (4) a question and response session, and (5) a thank you for providing information. Because of the COVID-19 pandemic, each interviewee was asked her preference of having a (1) phone interview, (2) Zoom (virtual) interview, or (3) face-to-face interview. A DKG International pen, a certificate of participation, letter of appreciation, and bookmark were given to each participant as a token of appreciation for the input and time for this project. Interview questions are listed in Appendix A.

Research: A mixed-method research was used in this study whereby the researchers were able to collect and analyze both quantitative and qualitative data within the same study. The mixed-method study included (1) interviews with past and current presidents with questions related to their time serving as president; (2) a brief survey of characteristics of leadership and (3) written notes and observations during the interview.

Participants were past presidents, except for the current president, who completed her first term of office as Beta Upsilon Chapter president and participated in the study. There are 26 presidents who have served beginning since the conception of the chapter in 1970. Presidents serve a two-year term. No president has served two consecutive terms at this time. Fourteen of the 26 presidents were surviving and could be interviewed. Of those 14, 13 past/current presidents participated. One was unable to participate.

As the intent of this study was to review leaders of the past and their leadership successes and challenges, interviewees were also questioned about each of the deceased presidents and their recall of leadership successes/challenges of those earlier leaders. This information, along with historical material retained by the chapter, provided information to provide a profile for most of the earlier presidents in addition to those able to be interviewed.

Interviews were recorded, transcribed, and analyzed in conjunction with observations and field notes when available. Observations and field notes were captured when in-person interviews were possible. The information gathered through these interviews, surveys, and observations were coded, and used to move toward a thematic analysis of the significant challenges and successes of chapter presidents. Several methods, including identifying recurring phrases, significant statements, and elements of meaning to produce commonalities and themes were used.

Literature Review

Leadership Styles Identified for Serving in Nonprofit Organizations

In the beginning of this study of Beta Upsilon presidents, a literature review was conducted on the prevalent styles of leadership used to serve non-profit, educational organizations. According to Dotson and Santos (2015, p. 50) “to be in a position to direct the course of other educators, one must have knowledge of education, qualities of leadership, and the willingness to step forward and lead.”

In reviewing the literature, the following styles were identified as prevalent styles of leadership: Servant leadership, Transformational leadership, Visionary leadership, and Shared leadership.

Servant Leadership: Servant leadership is based on the concept of serving others as the priority. Greenleaf (2002, p. 27) comments that Servant Leadership begins with the natural feeling of “serving” others. It takes into consideration serving the others’ needs first. Spears (2005, p. 26) comments that “servant leadership seeks to include others in decision-making, is strongly based in ethical and caring behavior, and enhances the growth of workers while improving the caring and quality of organizational life.”

Spears (2005, pp. 27-29) lists the ten characteristics of a Servant Leader as follow:

1. Listening: Servant Leaders have a deep commitment to listening to others. They seek to identify the will of a group. She listens to what

is being said and “unsaid.” A Servant Leader also “encompasses hearing one’s own inner voice.” Listening and reflection are essential to a Servant Leader. (p. 27)

2. Empathy: Servant Leaders strive to understand and empathize with others. “The most successful Servant Leaders are those who have become skilled empathetic listeners” (p. 27).
3. Healing: One of the greatest strengths of a Servant Leader is healing one’s relationship with self and others. Servant Leadership attempts to help make things better.
4. Awareness: Servant Leaders have a general awareness of understanding issues, including ethics, power, and values, from a more integrated, holistic position (p. 27).
5. Helps others and the chapter to achieve goals: Servant Leaders use a power of persuasion rather than one’s positional authority in making decisions within an organization. This person is a consensus builder within groups. (p. 27)
6. Conceptualization: Servant Leaders nurture their abilities to dream great dreams. This leader thinks beyond short-term goals and encompasses broader-based conceptual thinking. This leader needs to balance day-to-day operations with conceptual thinking (p.27).
7. Foresight: The Servant Leader has the foresight to reflect on the past, review the realities of the present, and make decisions for the future (p. 27).
8. Stewardship: Stewardship is the ability to care for the organization in trust for the greater good of society. Servant Leadership assumes the commitment to serve the needs of others. It

emphasizes the use of openness and persuasion, rather than control (p. 27).

9. Commitment to the growth of the people: The Servant Leader is deeply committed to the growth of everyone within her organization (p. 27). She feels the need to nurture the personal and professional growth of members.
10. Initiates collaboration with others: The Servant Leader senses that much has been lost because of change. They feel the need to “rebuild” the sense of teams and participating on committees as they had in the past.

Servant Leadership offers hope and efforts for the future in creating a better, more caring, organization. According to Berryman (n.d.), Servant Leaders recognize energies, ideas, and influences of others. These leaders are friendly and polite to others, creating an environment for open rapport. These leaders are approachable and encourage others to collaborate as a team. This leader gives one’s time, energy, and resources to the cause of the organization.

Transformational Leadership: This leader encourages and promotes individual development, provides feedback, and promotes a cooperative and trusting environment for members. The Transformational Leader is usually self-confident, pragmatic, and nurturing among the members (Sohmen, 2004, p. 223). Typical characteristics of Transformational Leaders are the following:

1. Focus on humanistic, rather than authoritative style of leadership.

2. Are concerned about doing the right things, ethically and legally.
3. Promote a cooperative and trusting work environment.
4. Have a strong positive impact on individual, team, and organization performance. They provide feedback to members.
5. Ability to make difficult decisions. They are prudent risk takers who build confidence and promote team building.
6. Willing to listen and entertain new ideas. Express charisma by listening, being present, giving praise when things go right, taking responsibility when things go wrong, and providing constructive criticism to team members.
7. Proactive decision makers prefer practical and pragmatic applications. They do not wait around for others to make decisions and then react. They take risks, try new things, and take an innovative approach to growing the organization (Hogg, 2012, p. 2)
8. Adaptability is important to keep moving forward. They are willing to adapt to new situations and seek creative ways to respond to issues.
9. Encourage individual development and inclusion. Individuals put the organization before one's own personal gain to elicit the best performance of others (YScouts.com, n.d.).
10. Visionary: Being a visionary is about setting realistic goals for the organization, along with buy-in from members (Hogg, 2012, p. 2).

Transformational leaders find motivation from within oneself. They tend to love what they do and ensure that values are aligned with the organization. (Hogg, 2012, p. 1)

Visionary Leadership: This leadership emphasizes connecting individuals to her vision and provides communication for collaboration. This leader employs diversity of talents and skills of other members to achieve strategic goals and promotes passion among the members and gains support. She looks to members as future leaders and provides opportunities for leadership inclusion. (Sohmen, 2004, pp. 224-226)

Characteristics of Visionary Leadership include the following (Sohmen, 2004, p 225):

1. Promotes/delegates shared leadership with others.
2. Demonstrates competence in skills.
3. Builds trust.
4. Promotes members to be empowered (service-oriented for the good of the chapter).
5. Promotes integrity in relationships.
6. Demonstrates wisdom in strategy.
7. Demonstrates humility in approach.
8. Promotes diversity of skills/talents of others.
9. Demonstrates persistent goal orientation.
10. Seeks the talents and skills of others to achieve strategic goals.

The Visionary Leader facilitates the development of individual potential by providing an environment where an individual can contribute to the common purpose (Sohmen, 2004, p. 225). Visionary Leaders

like to mentor others for future leaders and look at goals and the good of the organization to move ahead beyond the current leader. This leader is a role model in excelling in mediation, negotiation, and political skills. They set the example of valuing communication and deeds, encouraging members to engage and participate in tasks of the organization

Shared Leadership: This leadership emphasizes a shared vision, encourages input, provides recognition, and solves problems. She promotes a feeling of inclusion, unity, collaboration, and team-driven support (Fritz, 2019). Members are involved in the governing process. It is a means of leveraging the strengths of all the members to improve the efficiency and effectiveness of the organization. (Fritz, 2019). Characteristics of Shared Leadership are the following:

1. Shares a vision among the members.
2. Helps others to collaborate as a team to achieve goals and solutions to problems.
3. Provides a sense of unity and investment.
4. Promotes and delegates shared leadership responsibilities.
5. Promotes each member to be empowered for the good of the chapter and have a stake in the decision-making process, cutting down on the time and red tape that can slow down work that needs to be done. (Fritz, 2019, p. 2)
6. Promotes transparency for decision making.
7. Empowers teams. There is less focus on the choices of one person at the top and more emphasis on how the group can best operate.

8. Encourages new ideas. Members discuss more than one option. They brainstorm and can produce “out-of-the-box” thinking from a wider perspective.
9. Highlights the strengths of each member by focusing on the team to reach the goals. There is no need to keep a “title” attached to the responsibilities.
10. Initiates collaboration with others. All members are encouraged to participate.

Shared Leadership can be a challenge including having trust in each other, getting “buy-in” from members, and transitioning to this type of leadership. Clear goals and timelines can make the transition smoother.

Generational Leadership: According to the study conducted by Kunreuther (The Annie E. Casey Foundation, 2005), a gap will develop between the number of leaders leaving the field of leadership and the new talent replacing them (p. 2). As Baby Boomers “edge” out of leadership, the leadership gap will expand to the Generation X’ers (p. 2) and Millennials. This study concluded that the next generation of leaders are “poised to shape and drive the work” (p. 3) of the organization.

According to the study by Kunreuther (2005), a generational leadership challenge is the frustration and impatience of everything moving at a slow pace. Trying to get members together with schedules and to work collaboratively can be time consuming.

To prepare for the next generation of leaders, Kunreuther (2005, p.4) recommends the following:

(1) invest in younger leaders, (2) identify and nurture more leaders of color, (3) make it viable for directors (presidents) to leave, (4) broaden intergenerational discussions, (5) examine current organizational structures and expectations, and (6) promote a healthier balance between work and personal/family life.

Research Methods

The quantitative part of the study required a survey, *Leadership Styles Survey (Appendix B)*, to gather information from participants relating to their specific style of leading. Four styles of leadership were examined. These included:

- Transformational Leadership
- Servant Leadership
- Visionary Leadership
- Shared Leadership

Results indicated that past presidents did not show a true preference for one style over another. High medians on all styles suggested participants had no strict preference and used a combination or blend of all styles of leadership mentioned in the literature review. This quantitative finding was further validated by comments within the interviews in many cases.

Use of a larger sample could offer different results, but for this group, in their two-year presidency, members made use of multiple styles of leadership.

Thematic analysis was used to analyze the qualitative data for this study. Thematic analysis of the interview transcripts facilitated the identification

of common themes that were repeated across interviews.

Analysis of data from each interview revealed four different themes. Themes determined by related words and categories of words, included the following, in order of precedence:

1. Service
2. Feeling
3. Growth
4. Engagement

Two additional words emerged as significant due to the context of their use in the interviews: “geography and small.” These two words appeared throughout the interviews and the researchers determined the content to be significant.

These key themes clearly aligned with the Seven Purposes of DKG. Comments from participants demonstrate this from a variety of perspectives.

Alignment of Study with the Seven Purposes of DKG

A primary goal as a president of Beta Upsilon is to align one's strategic leadership with the Seven Purposes of the Delta Kappa Gamma Society International. These purposes provide guidance for all members to be working together for the good of all educators. Supporting these seven purposes keeps the chapter productive and involved with the local, regional, state, and international DKG with effective projects, funding, and support.

Leadership wisdom comes from past experiences and knowing how to effectively manage, inspire, and motivate members to become an aligned team with the seven purposes which makes a dynamic and growing society.

In reviewing the outcomes of this research as related to the interviews, the presidents included statements on how the chapter aligns with the Seven Purposes. It is noted that the workings of the chapter are aligned. There are areas that can be improved or expanded. This is an opportunity to revisit/renew strategic plans and goals to improve the alignment of the Seven Purposes with the workings of Beta Upsilon.

- 1. To unite women educators of the world in a genuine spiritual fellowship.** The interviews included conversation on fellowship with members. All participants commented on the need to continue to have time for fellowship to support each other through difficult or challenging times, as well as to serve as mentors

for younger educators. One past president commented, *“I have been a member for 10 years and have watched the development of women educators who have preceded me and the goals that we had set in the interest in fellowship with other women educators across the world.”* Another stated, *“The main thing I think of is that I have enjoyed completely and thoroughly the fellowship in the Beta Upsilon meetings and the members greatly.”*

2. **To honor women who have given or who evidence a potential for distinctive service in any field of education.** The membership includes a variety of education and teaching experiences. As noted in many interviews, recognition of members is very important and is evidenced through newsletters, newspaper articles, the website, and recognitions during meetings. The “Member Spotlight” is included on the agenda for each meeting, as well as in the chapter’s published materials. A former president commented that *“Some of our strengths are our members.”* Members are known for their distinctive service as indicated by this comment, *“Three of my former teachers were founding members of our chapter and I just considered it an honor to even be included in their midst.”*
3. **To advance the professional interest and position of women in education.** The research for this study acknowledged the support of professional interest and position by encouraging

members to apply for scholarships/grants through Beta Upsilon's Nell Rea/Eva White Scholarship, NC DKG Educational Foundation, and DKG International. A past president stated, *"The value of knowing the skills and talents of members is to advance the work of the chapter and working with each other is encouraged."* Another commented that *"We encouraged members to apply for the scholarships."* Additionally, members reported evidence of growth through DKG meetings and conferences. One participant commented that *"One of the biggest things was the opportunity to travel to state-level events which provided for professional growth. The workshops were outstanding, and the chapter gave me a chance to go to the international workshops."*

- 4. To initiate, endorse, and support desirable legislative or other suitable endeavors in the interests of education and of women educators.** The chapter is very fortunate to have a retired member of the House of Representatives. She is a mentor and leader in sharing legislative and other issues affecting education. She encourages the president and members to *"be engaged and step forward"* to be politically knowledgeable. Each meeting has a report from the Educational Law and Policy chair on current and relevant legislative issues. Another past president commented, *"The meetings kept me connected to teachers and I still feel connected with the legislative end of things."*

5. **To endow scholarships to aid outstanding women educators in pursuing graduate study and to grant fellowships to non-member women educators.** The research included support for the Nell Rae/Eva White Scholarship for pursuing graduate study. One past president commented, *“I would encourage them to take advantage of the scholarships and the importance of helping new teachers.”* Emphasis on scholarship, their own and that of other educators, is a vital concern for these educators.

6. **To stimulate the personal and professional growth of members and to encourage their participation in appropriate programs of action.** Based on research findings, all the presidents supported personal and professional growth of members. Past president Jean Alexander put this initiative forward in her last year (2016) as president. She created a committee to research and develop an award for members acknowledging their work within the chapter. This initiative became the *Beta Chapter Upsilon of Excellence Award*. Past presidents also commented on the support and encouragement for members to attend state and international meetings and training workshops, especially leadership workshops offered by NC DKG.

7. **To inform the members of current economic, social, political, and educational issues so that they may participate effectively in a world society.** All presidents interviewed commented

on the importance of sharing knowledge with each other and encouraging involvement with local and state issues regarding educational issues. A past president commented: *“We were all members of other educational associations and we shared what we learned from them and with each other.”* Another participant commented that the programs and activities were planned so that *“we walked away from a meeting with something of value.”*

The Honor of Being a Member in Beta Upsilon

Being a DKG member is an honor and is offered by invitation from a local chapter. A candidate for membership must: (Delta Kappa Gamma Website)

- Identify as a woman
- Be employed as a professional educator at the time of her election, or
- Be retired from an educational position.

An invitation to join Beta Upsilon is an “honor that reflects your commitment to excellence in education and highest level of professionalism in your career.” (Delta Kappa Gamma Website) It is an opportunity to develop networks and connections with others in the field of education. Your membership identifies you as being committed to the educational profession.

In reviewing discussions with past presidents on their membership, the following remarks were given:

- *“I was invited by a member, and I thought ‘what an honor’ to be invited. I saw it as an opportunity*

to help in education. I was invited by a teacher with whom I worked.” Another participant recalled “It was such an honor to be invited to this association of teachers!”

- *“How wonderful that the teacher who nominated me thought I was a good person to join.”*
- *“I was proud and honored to be invited.”*
- *“I wanted to be a member of Beta Upsilon because of the relationships and experiences with outstanding educational people who were there to help other educators. I wanted to surround myself with other educators. I have a lot of respect for them and very flattered to be included in this chapter.”*
- *“I knew this organization was a very special group of educators.”*
- *“I did not realize the doors were opening up at that time for me -- incredible education.”*

In summarizing the reasons for joining Beta Upsilon upon the offer of an invitation, past presidents commented on the following:

1. It was an opportunity of getting to know other educators and *“sharing what each other was doing in other counties.”* It was a time for fellowship and building long-lasting relationships. As one participant commented, *“We have been through sicknesses, floods, hurricanes together – we have supported each other!”*
2. It was an opportunity to stay involved with education. One participant commented *“Even though I am retired, I wanted to share my experiences with other educators and keep learning more.”*

3. It was an opportunity to become involved in something you feel passionate about. The meetings included like-minded educators and supported educators through scholarships or projects to help students and teachers.

Presidents – Why They Lead: Beta Upsilon Chapter is a nonprofit organization and has in the history of the chapter carried a membership of 45 to 60 members which is considered a large chapter. Past leadership has been strong and positive changes occurred during each administration. There are many reasons why members want to lead as president of the Beta Upsilon Chapter. Overwhelmingly, all past presidents commented they led in this role because they believed in the mission, vision, and purposes of the society. They supported and encouraged educators and wanted to engage and strengthen the leadership of the members. According to the data gathered from the interviews, members served as leaders because they (1) wanted to make a positive change in the organization; (2) were drawn to leading because of personal experiences and drive and to help others in their communities or in situations similar to their own; (3) remembered how others had recruited them into this current position; (4) liked the creativity, problem-solving, and organizing members and events; (5) had a large network of members and resources to help them lead; and (6) liked the challenge of leading and making a positive difference!

Successes: Presidents interviewed identified several aspects of successes during their leadership. These included the following: (1) helped members

understand the workings of the chapter and to know the tasks/responsibilities of committees; (2) implemented successful rotations of the Nell Rae/Eva White Scholarship and the collection of books for each county; (3) revised and updated bylaws and rules; (4) implemented a publicity chairman; (5) created the *Beta Upsilon Chapter of Excellence Award* for members; (6) increased membership recruitment for diverse members; (7) created web page, phone texting communication, Facebook, and brochure for marketing; (8) had successful funding from Bazaars (face-to-face); (9) provided good programs and guest speakers with topic on classroom and teaching; and (10) provided equity and open communication with the members. As one past president commented, *“Members did feel that I was fair, efficient, and on task.”* Another past president commented that she felt her leadership style and success was more as a facilitator; therefore, *“I felt the successes were ‘more ours, than mine’ related.”*

Another past president commented that as a president she *“made arrangements for many members to attend conferences and to bring back information and materials to share with others.”*

Challenges: Research findings identified the following challenges facing today’s chapters: (1) the need to develop leadership; (2) the ability to increase recruitment and retention of membership; (3) the engagement of members for volunteering for leadership roles and projects; (4) the increased need for support of fundraising events and monetary donations; (5) the need to encourage engagement and

fellowship, (6) the time and distance of travel among geographic locations across six counties, and (7) the allocation of time and organization to successfully implement Beta Upsilon, NC DKG, and DKG International initiatives and support. One past president commented, *“The distance and inviting only a few teachers to be members were challenges - - that has now changed, but afraid we missed some opportunities to get good members.”* This challenge was changed in 2019; whereby, there is no limit on the number of educators to be members now.

Another past president commented the following: *“The biggest challenge and has not been resolved is keeping our membership interested. Many were still working and did not want to use a Saturday to meet.”* This issue still exists.

One president commented, *“A major challenge due to the Covid-19 pandemic was one of technology. Many rural areas did not have the broad band capability for connection to the Internet and some members did not have the computers or technology in place.”*

These challenges affect both the older and the younger generations of leaders who want to balance work-life-home responsibilities.

Personal Impact of the Presidency:

Past presidents reflected upon their own perceptions of development following terms of presidency. One stated, *“My leadership role has affected my personal and professional life. In truth, it has helped me to grow. Our women are mentors.”* In emphasizing the impact of serving on their own personal success and

growth, the past presidents shared a sense of empowerment through professional development, experiences, and opportunities made available to them and required of them during their terms. One past president stated, *“The first time that I was asked to go to training, I thought, ‘I’ve never done anything like this,’ ...and I went through the training. I learned a lot through the presentations ...and felt, ‘I can do this.’”* She clarified to interviewers the impact training had for her, not just for the short term, but in terms of her overall outlook on facing challenges.

Other past presidents expressed beliefs that the chapter provided them with opportunities to step forward, grow, and lead; in fact, this leadership compelled them to stretch their wings and discover skills that would serve them throughout the rest of their profession.

Leadership Style: Each president offers a unique leadership style for making decisions and leading the chapter. In the Beta Upsilon Chapter, all the presidents work through an Executive Board who are elected by members. The chapter is structured to form a democratic organization where scholarships and literacy/learning projects are rotated every other year among the counties it serves. The chapter has a hierarchical model with leadership by the president. The president has the authority to organize structure and decision-making models to be more effective and to provide a place where members can present ideas and use their talents and skills to help the chapter move forward. In this study, four main leadership styles were reviewed which aligned with Beta Upsilon’s mission, vision, and purposes:

Transformational Leadership, Servant Leadership, Visionary Leadership, and Shared Leadership.

Leadership – Influence of Small Communities:

Throughout the interviews, participants commented that their leadership started in elementary and/or high schools and extended into college activities. The adjective “small” was applied frequently in significant references. All the participants attended rural small high schools where leadership roles were available and rotated among the students since there were few students to compete for these roles. In addition to the small schools, they had been involved in their churches and communities. One participant recalled having lead roles in church programs and singing in the children’s choir. Many played sports and since they were from small schools, everyone got to play and not sit on the bench. One or two played in the band and took lead roles in performances. It was an opportunity for “shared leadership.” It was developing a culture to work together, play together, and share. There was not a feeling of “better than you” attitude. It was a collection of community composition, economic factors, and being “a part of the community.”

Leadership both inside and outside of their schools was affected by knowing (1) their community, (2) their strengths, (3) the teachers and other students, and (4) the school environment (culture). Participants in this study had leadership roles when they were in schools. These leadership roles made them competent and aspiring to be leaders. During these early experiences, leadership skills were developed and strengthened.

Next Generation of Leaders: Pew Research Center identified generational cohorts as the following (Dimock, 2019): World War II'ers (1925-1945); Baby Boomers (1946-1964); Gen X'ers (1965-1980); and Millennials (1981-1996). As in the case of the World War II'ers generation preceding the Baby Boomer generation, this generation now transitions to Generation X and Millennials. What does this mean for Beta Upsilon Chapter Leaders? For many years, the World War II'ers and the Baby Boomer generations held leadership positions. As this generation of leaders retire or have health issues, they will be exiting the workforce and reducing or leaving their leadership roles in Beta Upsilon. This is a time for chapter leaders to mentor and get the next generation of leaders involved and prepared.

In looking forward to the new generational leadership, it is important to know that “no one-size fits all.” As seen from this study, there have been distinctive styles of leadership, focus, communication, goals, and projects. There is no “right” way to lead, but this study discovered many practices that can lead to tomorrow’s successful leadership. One of the most senior members who has been successful in a variety of leadership roles summed up the challenge of leading with this advice: *“I advise the next generation of leaders to participate. Step up to the plate. Stretch your wings. Be confident. Share with others. Be open, transparent, and bare your soul.”*

Research findings indicated future leaders need to include the following:

- **Know the community:** As one past president commented about the status of the chapter, *“Don't think of it as a social group. It has a meaning and purpose. Be on the lookout for people with talent and experiences who can lead committees and projects.”* Look at the members who are already leading in their schools, in their churches or faith-based communities, and community-based services. Most of the time, these are the “movers and shakers” in the community.
- **Listen to mentors and members:** One past president commented *“We need to slow down and listen to people (members) -- we need to know what is going on in their family, their life - - maybe we can help. We need an improved personal connection. It means a lot to sit down with other members and just talk.”*
- **Be present:** Be involved in the community and keep current in educational policies. A past president commented, *“New leadership should be politically involved.”* Even though politics can be overwhelming, it is best that leaders keep their members involved and informed of new laws or changes that may impact education or their community. Keeping the members informed gives them a “voice in their vote.” Another past president comments, *“We have not been politically involved enough! We need to do a better job of connecting with our legislature -- attend meetings, go to Raleigh, write, call your leaders.”*
- **Be yourself:** Everyone appreciates honesty and consistency. Ask for help – it is not a sign of

weakness. One past president commented on the importance of delegating and sharing responsibilities. Prospective leaders should say, *“I will take the presidency, if someone will take this, this, and that. I will concentrate on this.”*

- **Turn weakness into strength:** Many members are good at many things, but no one is good at everything. Talk to members and know their strengths and talents. Leaders surround themselves with capable and energetic people. One past president commented, *“We need to surround ourselves with others to improve and support each other.”* This is an example of Shared Leadership.
- **Know your members:** A successful leader knows her members and is in communication with them. The leader needs to know what motivates members. It may be through the following:
 - **Recognition:** Members need to be recognized for professional and personal accomplishments. Beta Upsilon provides many opportunities to “Spotlight” members through recognition in the Chit Chat, website, Facebook, etc.
 - **Engagement:** One past president commented, *“The next leadership must take the challenge to keep members engaged and involved.”*
 - **Communication:** Cards can be mailed, and phone calls made to stay in touch with each other. In today’s fast-paced environment, the leader can use technology to help with communication –

keep in mind that some members do not have technology and there needs to be a plan in place for them to be involved. One past president commented that she spent the entire summer prior to her presidency talking with members about various committees and their involvement in the chapter. She wanted the members to choose committees they were comfortable to serve and align their skills, experiences, and talents to benefit the chapter. Her comment during the interview was *“If you dedicate time and effort in building and improving member relationship, the rest will look after itself.”*

- **Friendship:** One past president commented, *“Our members need to know that we are here to help -- we have been through so much together, hurricanes, deaths of family members, floods, and all kinds of sickness -- we need to know we care and support each other. We need to strengthen the system of connection/support for each other.”*
- **Be available:** Once you have worked hard in building communication and trust, you need to be available when your members need you. The members may need advice on next steps for a project or committee assignment. Having time scheduled before and after meetings can provide opportunities to talk with the president.
- **Understand the past, manage the present, and lead into the future:** Incoming leaders need to know where the chapter has been and the

challenges they have faced. Talk with members, review scrapbooks pertaining to the history, and keep communication open with NC DKG regional and state officers for updates of By-Laws and Rules and projects. A past president commented, *“I knew about the organization for several years.”* Another commented, *“I knew this organization was a ‘very special group of educators.’”* In moving the chapter into the future, leaders need to depend on the relationships that are developed and how they mesh with the educational and community’s values, needs, and successes.

The next generation of leaders are following women who led the Beta Upsilon Chapter successfully. One past president summarized her leadership in Beta Upsilon as *“A pleasure to meet other educators and to learn about different schools and learn new ideas on education, and it has contributed to my future. It has given me friends.”* Another president added that her leadership in Beta Upsilon *“Provided me an opportunity to keep learning professionally, so that I was constantly learning and growing from other educators!”*

Conclusion

Today’s leadership requires technology skills and knowledge, and one must continue to grow and be current in this area. Many of the reporting forms and documents are now online. Dr. Teresa Cowan, NC DKG president (2019-2021), is the first for North Carolina leadership to create online access for forms, documents, etc., using Google Docs. This process

provides a collection of NC DKG materials and documents for both archival and future use of chapters in North Carolina. In the past, chapter presidents were responsible for maintaining a “box” with these documents. The box contained all documents and forms to pass on to the upcoming president. With the leadership changing every two years, the transition from paper to digital/electronic minutes, agenda, and other historical documents left gaps in the documentation.

When the COVID-19 pandemic occurred in Spring 2020 – Spring 2021, many of the chapters had to rely on technology – especially with virtual meetings. This was the only way to meet or stay in contact to continue fulfilling the chapter’s needs/requirements. The NC DKG Chapter President, Dr. Teresa Cowan, led the way with establishing online resources, updating websites, and encouraging the use of social media. Chapter presidents were encouraged and saw the need for these changes if the chapters were to survive and grow and continue to be informed and engaged. As a result of this need, *Zoom*, software for video communications with a cloud platform for video and audio conferencing, chat, and webinars, was put in place. NC DKG used *Zoom* for conferences and meetings. Many chapters either purchased a license for *Zoom* or used the free 40-minute maximum time limit.

In reviewing the data from this study, it is clear, that through their service, these leaders were able to give of themselves for the greater good. It was through this service, as president, that these women were themselves personally empowered as they developed

skills that would serve them through their future work. Service is an essential element in leadership of Beta Upsilon. Additionally, Beta Upsilon is challenged to nurture fellowship, friendship, and camaraderie in membership.

Engagement and participation are essential to fulfilling relationships within the chapter and require attention in order to thrive. The geographical distance of member locations presented a concern and a hardship for members, but evidence shows that this has been relieved to some degree with the current use of *Zoom* and web conferencing tools. Meetings and interactions can now be more frequent due to the use of virtual media and expanded technology skills of members. Fellowship and engagement can be supported and increased.

The findings and results of this study can provide direction for change, insight for members, and concepts to consider for future chapter presidents. Findings from these interviews show a close alignment with the purposes of Delta Kappa Gamma and the actions of presidents across the board. A continued focus upon the themes and terms identified in this study will support our members and strengthen the chapter as we move forward.

Profiles of Presidents



Mrs. Nell Rae
President: 1970-1972

- Born: February 25, 1904
- Died: September 23, 1991
- Inducted: 1953 (She was originally a member of Pi Chapter.)
- Taught English at Plymouth High School
- First President of the Beta Upsilon Chapter
- Beta Upsilon Nominee for the Eta State Founder's Award (1982)
- The Nell Rae/Eva White Scholarship is named for her and the first treasurer, Eva White

Nell Rae is remembered as being influential in the development of the Nell Rea/Eva White Scholarship for the chapter (Eta State News, 1981, November). She encouraged members to support the need for scholarship. Eva White, who was the treasurer at that time, supported the development of the scholarship. Nell also served as state chairperson of Scholarships.

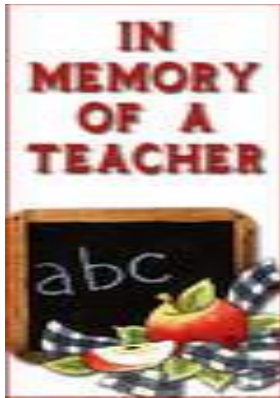
To fund the chapter scholarship, Nell started the annual Bazaar as a fundraiser. At the first Bazaar in 1970, Nell made small pin cushions and brought them to the Bazaar to sell, along with her canned preserves. She encouraged members to bring home-canned pickles, preserves, jams, jellies, and baked goods to sell. The event continues today

Nell Rae (continued)

with members bringing similar items to sell. The Bazaar is held in November – in time to use purchases from the Bazaar for Thanksgiving and Christmas. This is the major fundraiser for the chapter. (Scrapbook, 1970-1986)

Nell is remembered for her dedication, enthusiasm, and energy for the chapter. Nell enjoyed writing, reading, and crocheting in her spare time. Everyone loved Nell. One member commented that *“If Nell asked you to do something in Beta Upsilon, you did it – no questions asked.”* Everyone wanted to support her because she did so much for everyone.

Her friends often heard her remark, *“I have dedicated my life to education.”* (Scrapbook, n.d.)



Someone posted this image on Nell Rea’s obituary page “in memory” of her. This may have been posted by a former student.



Mrs. Lois Young
President: 1972-1974

- Born: December 12, 2923
- Died: September 15, 2001
- From Ahoskie, NC
- Taught 2nd Grade in Ahoskie, NC

Lois Young taught second grade in Ahoskie, NC. Her husband, Jack Young, was the principal at Ahoskie High School and the basketball coach there. Lois is remembered as being full of energy, vivacious, and a “ball of fire.” She brought energy and motivation to the membership. She was very well liked, and members found it hard to “not refuse her” when she asked someone do be an officer or committee member. She spoke quietly and had a lot of respect from members.

Lois was a charter member. Under Lois’s leadership, the first Chit Chat was developed. Carolyn Brinkley and Irma Hough, members, created the first Chit Chat, October 1973. (Scrapbook, 1970-1986). Lois was helpful in organizing different events for the chapter. On May 8, 1972, she organized the Founder’s Day Celebration in Windsor, NC.

In April 1999, Lois Young was selected as “Club Woman of the Year” by the Ahoskie Woman’s Club.



Miss Arlene Manning
President: 1974 – 1976

- Born: October 12, 1935
- Died: January 16, 2019
- From Pitt County
- Taught Second Grade in Martin County

Mrs. Arlene Manning taught in Martin County Public Schools and later became a supervisor of teachers in Early Childhood for over 35 years. She graduated from East Carolina University and received her advanced degree from UNC at Chapel Hill. She is remembered as quiet, professional, confident, and having a sweet personality. Arlene was a visionary person and wanted to be the best in what she was doing. She was a role model for other educators and detailed in her duties and responsibilities.

Arlene was a charter member. Many of the members today remember Arlene as a special and caring person and remember being invited by her to join Beta Upsilon. She was a mentor for many educators.

She was a member of the Delta Kappa Gamma Society, the Bethel United Methodist Church, and the United Methodist Women.



Mrs. Martha Sue Todd
President: 1976 – 1978

- Born: 1920
- Died: November 2016 (Memorial Service held May 2017)
- From Edgecombe County
- Taught in Bertie County Schools
- Elementary Education Supervisor

Martha “Sue” Todd commenced her higher education at Campbell College, then a two-year institution, continuing her undergraduate degree studies at East Carolina Teachers College, known as ECTC, completing her bachelor’s degree in Education. She taught in Pitt County Schools; Montgomery, Alabama; Virginia Beach, Virginia; and Bertie County Schools, where she retired. She earned a Speech Therapist Certificate and master’s in Education from East Carolina University. After retirement, she joined the faculty at Wesleyan College, Rocky Mount, NC. She taught in China for 12 years where she taught English in the Universities. She returned and authored her book *Never Too Old to Climb Walls* (2007) about her experiences in China.

She is remembered for her organizational skills, ability to motivate others, and willingness to serve students and teachers. While in China, she continued to write to members in Beta Upsilon and her church – sometimes requesting supplies to meet the needs of her students in China. She was

Martha Sue Todd (continued)

known as “Mama Sue” to her Chinese students. At the time of her leaving to teach in China, she was a 69-year-old Southern Baptist retired teacher from Windsor, NC, who spoke the “language of love” to her students at Southeast China University in Nanjing. According to a May 19, 1990 article, she was known to many for wearing her tiny enamel panda lapel pin – the national animal of China. (Scrapbook, n.d.)



Mrs. Edith Warren
President: 1978 – 1980

- From Edgecombe County
- Taught first grade in Martin County and Pitt County
- Educator and NC House of Representative (District 8)
- Became one of two of the first full-time women to serve in the NC House of Representatives 1999 - 2012
- First woman principal to serve in county school in Pitt County
- First woman elected to the Pitt County Board of Commissioners
- Farmville, NC: Citizen of the Year Recipient
- Order of the Long Leaf Pine Award (2012)

Edith Warren (continued)

Edith received her bachelor's degree (1960), master's degree (1974), and her Graduate Certification in Reading and Administration from East Carolina University. She is a retired educator, principal, and small-business owner.

Edith is a charter member of Beta Upsilon. She was a member of Pi Chapter (1966) when it divided in 1970 and she joined Beta Upsilon. She remarks that she knew this "*was a special group of educators*" and it would "*be opening doors*" for her. She served in many leadership roles, serving as 1st and 2nd Vice President prior to serving as president. Under her leadership, the Chapter became more knowledgeable of politics and the value of "being heard" by your legislators. She also kept the members informed and involved in educational legislature issues.

Edith is also known for her wonderful pound cakes and preserves that she brings to the Bazaar each November. Edith has been the "first woman" in many leadership roles. She commented that putting herself in leadership positions was an opportunity to "*give something back to the community.*" She also advised new future leaders to have an "*open mind, an open heart and to look for opportunities to serve.*"



Mrs. Susan Godwin
President: 1980 – 1982

- Born: February 13, 1916
- Died July 2, 2004
- From Gates County
- Taught in Gates County Schools

Susan is remembered as being a detailed and organized president. She was a perfectionist, and she was always very professional in appearance and manner. She retired from the Gates County School System after teaching for more than 30 years. In addition to Beta Upsilon, she had many leadership roles in several Gatesville and Gates County organizations.

Susan attended state and regional training meetings. According to the September 8, 1980, minutes, she, Nina Parker, and Fran Everton attended the workshop on June 6-7, 1980, held at UNC-Greensboro. She shared with the chapter information she received from the workshop: resources, summarized information for updating yearbooks, and points of emphasis. The request from state headquarters at this time recommended the printing of yearbooks for the biennium (1980-1982). Music was not supposed to be longer than 10 minutes of the meeting. She noted if members are not able to attend a meeting, they need to send a letter/note to the hostess with regrets and the explanation of absence along with the money for the lunch. Dues were \$24 (\$5 to International, \$5

Susan Godwin (continued)

to Eta State, \$1 to Scholarship Fund, and \$13 for the chapter treasury).

In reviewing an agenda from September 8, 1980, her meetings started at 10 a.m. with coffee and fellowship, 10:30 to 11:30 business meeting, and 11:30 – 11:50 Program, followed by lunch at 12 noon. (Scrapbook, 1970-1986)



Mrs. Fran Everton
President: 1982 – 1984

- From Pleasant Grove, NC; attended Roper High School
- Taught in Roper Elementary School (6th grade), Washington County Union School (6th grade), Tyrrell County Elementary School (4th -6th grades – students changed classes)
- Child Nutrition Director in Tyrrell County

Fran was born in Washington County at Pleasant Grove. She lived on a farm on the Albemarle Sound shores. She attended East Carolina University receiving a bachelor's degree in Home Economics (minor in Science), a bachelor's degree in Elementary Education, and a master's degree in Education.

She began her career as a Home Economics Agent and 4-H clubs in Dare County. She was Assistant Dietician at a hospital in Orlando, Florida. After moving back home to North Carolina, she taught

Fran Everton (continued)

in Washington and Tyrrell Counties. Fran retired after 30 years in public schools.

Service in Beta Upsilon included serving as treasurer where she provided the first printed treasury report for members. She also served as secretary, and 1st and 2nd vice presidents prior to accepting the president's position. Fran served as treasurer for 20 years (1990-2010). According to the minutes of March 17, 2011, the chapter presented Fran a red rose in honor of her service as treasurer (Scrapbook n.d.).

In 1984, during Fran's leadership, the bazaar became known as the Nell Rea/Eva White Scholarship Bazaar (Scrapbook 1970-1986).

In reflecting on her leadership, Fran commented that she provided programs that were relevant to the members and encouraged attendance. Her fondest memories include riding together to attend meetings, conventions, and training workshops and the fellowship of being with other educators.



Mrs. Mary P. Littrell
President: 1984 – 1986

- Born: February 2, 1914
- Died: April 29, 1993
- From Woodland, NC

Mary is remembered as a quiet and gentle person. She lived in Woodland, Northampton County, NC. She died at the age of 79. Mary was active in attending state and regional meetings. She attended the Eta State, DKG Convention on April 26-28, 1985. She and Susan Godwin attended together. The convention was held in Pinehurst, NC. She also attended the State Convention in Greensboro, NC, April 25-27, 1986, and attended the Presidents' Banquet. She also attended the DKG Southeast Regional Meeting in Richmond, VA in 1987. (Scrapbook, 1970-1986)



Mrs. Jarahnee Trevor
Hinson Bailey – known as
“Jeri”

President: 1986 – 1988
Region 1 Director:
1988-1990
Eta State Recording
Secretary 1974-1976

- Born: February 17, 1933
- Died: May 6, 2004
- From Columbus County, NC
- Taught in Nash, Martin, and Washington Counties, and Plymouth, NC

Jarahnee Bailey (continued)

- First Director of Vocational Education in Washington County (1958)

Jarahnee “Jeri” was a charter member and is best remembered as being flamboyant, having a strong personality, lively, and a great leader. She taught English at Plymouth High School. She received her bachelor’s degree in 1955 from East Carolina University in Business Education and English and earned a master’s degree from the UNC-Chapel Hill. She worked for 38 years in public education as a classroom teacher and at the Regional Center. She also served as Region 1 Director from 1988-1990.

She was active in many organizations: DAR, Southern Albemarle Association, and the Colonial Dames. She served on the Plymouth Town Council and as mayor of Plymouth for eight years. She also served as president of Plymouth Rotary Club.

In 1983, Jeri became the first Director of Vocational Education and Public Information Officer for the Washington County School System. She organized the first Cooperative Education program at her school where students took classes in the morning and worked in businesses in the afternoon. She also directed the Community Schools program. She retired from Washington County Schools in 1993 as the Vocational Education, Personnel and Secondary Education Director. (Scrapbook, n.d.)

Jarahnee Bailey (continued)

One member commented, “*Jeri showed leadership in everything she did.*” In her role as President of Beta Upsilon, she is remembered as being a strong leader and encouraging members to attend local and state meetings and be active in the workings of the chapter.



Mrs. Julia Credle
President: 1988 – 1990
Region 1 Director: 1994-1996

- From Bertie County
- Currently living at Summer Breeze Retirement Center, Savannah, Ga.
- Taught Language Arts in Bertie County and Hertford County

Julia attended Salem College and received her bachelor's and master's degree in Elementary Education. She taught in Bertie County and Hertford County schools for 34 years as a classroom teacher. She also served as Region 1 Director from 1994-1996. After retirement, Julia was a docent at Hope Plantation, Windsor, NC, where she gave tours to visitors and school groups.

In reflecting on her leadership, she commented that she encouraged members to be active and to work together on projects/committees. With her love for history, Julia assisted with collecting; organizing; updating; and maintaining records, documents, and pictures in the Beta Upsilon scrapbooks. She cared deeply for the chapter and

Julie Credle (continued)

was familiar with the rules and bylaws. She was also involved in the Literacy Project and helped with collecting and distributing books for libraries in the chapter's service area.

Julia was president during the time of Hurricane Hugo (1989). According to the October 11, 1989, minutes, she wished her members well and commented she was glad they were not harmed in the hurricane (Scrapbook, n.d.). During her leadership, she cared for the members and advocated for them to continue their education and professional involvement in education.

Julia provided brief agendas for her meetings. She kept them "to the point" and informative. At the meeting on October 11, she commented about the upcoming Regional Meeting being held in Greenville, NC. She offered to drive and asked if members needed a ride to the meeting and wanted to ride with her – always demonstrating kindness toward her members (Scrapbook, n.d.).

During Julia's time as president, the chapters were helping to purchase furniture for the Eta State house. On May 24, 1989, Julia received a thank you note from Dorothy Snyder, Eta State, thanking Beta Upsilon for the check for furniture. Mrs. Synder commented the funds would help purchase three of the chairs for the banquet table. She invited the members to visit and see the new furniture. (Scrapbook, n.d.)



Mrs. Mary Rose Lawrence
President: 1990-1992

- Born: February 6, 1932
Died August 5, 2003
- From Stanley County, NC, lived in Murfreesboro, NC
- Taught in Hertford High School, Woodland School System, and Chowan College

Mary Rose received her bachelor's degree in music education from Meredith College and a master's degree in Music from East Carolina University.

Mary Rose was a high school music teacher and directed the Glee Club. She taught for 32 years in the Hertford County Public Schools, the Woodland School System, and four years at Chowan College. She was fun, energetic, and very outgoing. She is remembered for bringing music to the chapter. During her presidency, music books were purchased with DKG songs. One member commented "*Mary Rose had a beautiful voice.*"

She also served as a member of the Eta State Scholarship Committee (1981-1982). Mary Rose attended the International Convention, Atlanta, Ga on August 3-8, 1982. As a member of the Scholarship Committee, she received a letter from Eta State, November 1, 1981, from Claire Freeman, stating that Beta Upsilon was one of the leading contributors for scholarships and that the

Mary Rose Lawrence (continued)

chapter is an “example to inspire other chapters to make contributions also.” (Scrapbook, n.d.)



Mrs. Judith M. Manseau
President: 1992 – 1994

- Born October 11, 1942
- Died November 13, 1997
- From Jamesville, NC
- Taught at Jamesville Elementary School 4th and 5th grades

Judith received her degree from East Carolina University in Elementary Education. She taught at Alexandria, Virginia; Atlantic City, Florida; and Williamston, North Carolina. She came to Jamesville Elementary School in 1974. She is remembered as being a quiet person and very dependable. She taught for 24 years and was several weeks from retiring before her death. According to The Enterprise Newspaper (Scrapbook, 1970-1986), Judith taught her classes that day and died of a heart attack after school.

Judith came to Jamesville Elementary School in 1974 as the fourth-grade teacher. She was dedicated to her teaching and loyal to her professional family.

On September 13, 1997, Judith led the devotions for the induction of six new members in

Judith Manseau (continued)

Williamston. Judith was an active member participating in officer positions, as well as on committees.

Judith touched many lives, both students and teachers. According to an article in *The Enterprise* (November 20, 1997), a teacher who worked with her commented that Judith “*shared herself every day and her proficiency in teaching being a positive influence on the world as we know it.*” (Scrapbook, n.d.)



Mrs. Elizabeth (Beth) Cayton
President: 1994 – 1996

- Born March 16, 1942
- Died October 2, 2002
- From Lumberton, NC, lived in Windsor, NC
- Classroom Teacher in Bertie County
- Principal, John P. Law Elementary School, Windsor
- Principal, Windsor Elementary School (K-5)

Beth was employed in the Bertie County schools for 35 years as a classroom teacher, principal, and Director of Federal Funds.

Beth was a very organized and efficient person. She was always eager to get the opinions of others and was an excellent group leader.

She was a member of the Martin Community College Participatory Planning Committee for

Elizabeth (Beth) Cayton (continued)

Basic Skills. She met quarterly with this committee to advise and support the literacy effort.

Under her leadership as president, she always wanted her members involved in some way. She was eager to bring in and include young educators to be part of the chapter.



Dr. Carole Smith
President: 1996 – 1998

- From Gatesville, NC
- Taught in Gates County Schools and in Whaleyville, VA
- First woman HS Principal at Gates County High School and Director of Curriculum
- Assistant Superintendent – Camden County, NC
- First woman to serve as Superintendent – Camden County, NC as noted in The Coast newspaper (1/1/1994): “Moving Up the Ladder.” (Scrapbook, n.d.)

Carole attended East Carolina University for her bachelor’s degree in Early Childhood Education, master’s from William and Mary University in Supervision and Instruction, and Ed.D. from UNC-Chapel Hill in Administration and Supervision. During the time when she was serving as Camden County Schools’ Superintendent, she was also president of Beta Upsilon.

Dr. Carole Smith (continued)

She served as the first female Superintendent in Camden County. When Carole was selected as the Camden County Superintendent, an article by Anne Santa published January 1, 1994, in The Coast newspaper, "Moving Up the Ladder," commented that if you see Carole, you see her with her coffee mug. "*It is like a clothing accessory for her.*" (Scrapbook, n.d.)

During her term as superintendent, she concentrated on improving technology, preschool education, and cultural arts in the schools. She commented about her new position, "*There are a lot of women in education, but few women in administrative positions.*" With Carole's leadership skills, she encouraged and advocated for other women to continue their education and take leadership positions.

Carole is remembered for providing printed agendas to the meetings and staying on task. She also had various times for meetings: breakfast meetings and lunch meetings. The different meeting times provided variety for fellowship and sharing with each other. She recalled the camaraderie of the members and how well they worked and supported each other.



Mrs. Rita (Meyers) Bula
President: 1998 – 2000

- From Ahoskie, NC
- Taught 2nd grade in Michigan for 16 years
- Currently teaching Pre-Kindergarten in Murfreesboro, NC

Rita received her master's in education from East Carolina University. She later was certified in gifted education and earned a specialist license from East Carolina in Reading. When Rita first joined Beta Upsilon, she was a "news gatherer" for her geographic area. She moved into other offices prior to becoming president. In reflecting as president, she commented "*It was an honor to serve with other wonderful educators.*" She remembers that the Bazaar was a special event, and everyone enjoyed providing baked goods and other wonderful home-prepared items for sale.

Rita is remembered as keeping meetings on schedule – beginning and ending on time. She wanted to make sure there was time for fellowship during the meal and after the meeting. The meetings had a purpose, and she was always on the search for special talents and skills that members could share. She encouraged members to suggest topics for programs that were meaningful to them as educators.



Mrs. Sue Fairless
President: 2000 – 2002

- From Bertie County
- Taught in Hertford County and Bertie County
- Elementary Reading Coordinator
- Assistant Superintendent of Instruction – Bertie County

Sue was born and raised in Bertie County. After graduating from high school, she attended Chowan College for two years, then transferred to East Carolina University for her degree in Intermediate Education and master's in Education. She received her Sixth-Year Certificate at UNC-Chapel Hill. She retired as Assistant Superintendent of Instruction with Bertie County Schools.

Sue enjoys surrounding herself with other educators and believes in the first purpose of DKG: "To Unite Women Educators Together." As a member, she attended state and national conventions/conferences and at these meetings realized how large DKG was and all that it did to support education. During her leadership as president, Sue continued to grow the membership. At that time, they had breakfast meetings and lunch meetings and it was an opportunity to share with other educators what they were doing in their counties. She encouraged members to apply for the Rea/White Scholarship and other scholarships provided by DKG International and NC DKG (Eta State). Sue comments that even though members

Sue Fairless (continued)

traveled across counties, it was nice to visit with each other and share educational ideas, issues, and suggestions. Each county had a “hostess” or a committee who would provide table decorations and tokens of appreciation for the members who visited.



Mrs. Betty Glover
President: 2002 – 2004

- Born: December 12, 1937
- Died: August 9, 2020
- From Plymouth, NC
- Taught in Martin County and Washington County Schools

Betty graduated from East Carolina University with a bachelor's in Elementary Education and a master's in Education. She taught with the Washington County Schools for over 30 years and was loved by her students. In addition to belonging to Beta Upsilon, she was also a member of the Daughters of the American Revolution (DAR). Betty was active in creative arts. In the 1950's, she appeared in productions of the Lost Colony. She was also a published author and accomplished artist even having one of her paintings displayed in the Library of Congress after winning a national level competition.

Betty Glover (continued)

Betty is remembered for her quiet manner and outgoing personality. Members remember her bringing art and music to the chapter meetings. One member commented that *“Betty was a very articulate presenter.”*



Mrs. Ella Ross
President: 2004 – 2006

- From Williamston, NC
- Taught in Raleigh, NC, and Martin County
- Principal at Oak City, NC
- Principal at Jamesville Elementary, Jamesville, NC
- Principal at Edna Andrews School, Hamilton, NC

Ella received her bachelor’s degree from UNC-Greensboro and master’s degree from East Carolina University. She also has a Sixth Year Certificate in Education. In addition to her classroom teaching, she served as principal at Oak City for grades 1 to 5, at Jamesville Elementary for grades K-8, and retired as principal at Edna Andrews School. She commented that she was familiar with DKG because her mother had also been an active member.

Ella remembers programs emphasizing local educator needs and more community-based support. The fellowship and sharing with other

Ella Ross (continued)

educators were important. Under her leadership, she saw her role as organizing and keeping members informed and engaged. She knew the talents and skills of the members and delegated projects/activities where their strengths were best used.



Dr. Frances Baker
President: 2006 – 2008

- Born: February 14, 1950
- Died: March 11, 2020
- From Chowan County, NC
- Taught in Bertie County Schools
- Principal at Aulander Elementary School

Frances received her bachelor's in Education; a master's in School Counseling, Educational Specialist in Administration and Supervision; and a Doctorate in Education in Educational Leadership from East Carolina University. She spent 32 years in Bertie County teaching middle school, serving as school counselor, principal, and director of federal programs. She also taught high school literature at Lawrence Academy and taught in the School of Education at Chowan University.

She is remembered as being a strong leader as president, highly organized, and detailed oriented. She had an outgoing and warm personality. She

Dr. Frances Baker (continued)

was awarded a \$4,000 scholarship from the Eta State Organization at the State Convention on May 5, while enrolled in the doctoral program at East Carolina University and serving as principal at Aulander Elementary School at the time. (Scrapbook, n.d.)



Mrs. Mona Boyd
President: 2008 – 2010

- From Williamston, NC, currently lives in Plymouth, NC
- Taught Music in Martin County Schools
- 1st Recipient of ETA State (NC DKG) Golden Key Award (2012) - Region 1

Mona attended East Carolina for her bachelor's and master's degree in Music Education. She taught music in Martin County Schools for 32 years where she was also selected Teacher of the Year for her school and Martin County Teacher of the Year (1998-1999). She was also awarded the East Carolina University Council for Teacher Education for Outstanding Educator Award (1989). She has been her church's pianist for over 45 years.

During Mona's time of leadership, she reorganized job descriptions of officers and committees and reviewed responsibilities and procedures with members of the committees. Even though members were from six counties, she contacted

Mona Boyd (continued)

members to discuss upcoming membership positions and responsibilities for committees and officers. She frequently made phone calls to members to discuss projects/activities within the chapter. She also conducted Executive Board meetings on a regular basis and encouraged member retention. She coordinated the celebration of 40 years of Beta Upsilon (2010).

Through chapter projects, she supported “Go Green” and the “Voice of Influence” state initiatives. “Go Green” emphasized taking care of the environment and “Voice of Influence” kept the communities informed on the work of the chapter which included appointing a Publicity Officer to submit articles to newspapers within the county of chapter members. At her meetings, she included time for different aspects of music to promote cultural awareness.

Mona was the first member to receive the Golden Key Award in the state. This award was established in 2012. Mona was recognized at the state convention in Cary, NC, for receiving the Region 1 award. The Golden Key award is a prestigious award designed to honor one member from each chapter of the eleven state regions recognizing significant contributions to DKG at various levels of the society. It recognizes community involvement, organizational leadership, and educational efforts. According to an article submitted by Beta Upsilon in *The Enterprise* (8/28/2012), this award recognizes all the “behind the scenes” work that is done. (Scrapbook, n.d.)

Mona Boyd (continued)

She served as 1st and 2nd VP; on the nominating, historical, Beginning Teachers, and Educational Excellence Committees; and served as chair of many of the committees, including the Awards Committee. It was under Jean Alexander's leadership that the *Beta Upsilon Chapter of Excellence Award* for service in the chapter was discussed. Mona was appointed chair of this committee to create and put this award in place. This award was an opportunity to recognize active participation in chapter and DKG activities.

She also put committees in place to review and update scholarship guidelines, as well as Bylaws and Rules. She is active in attending state and regional DKG conventions and has played the piano at several of the past conferences and conventions for the music performances. She was the pianist at the Southeastern Conference, Little Rock, Arkansas, July 2009.

Mona is knowledgeable of the workings of the chapter and can be depended on to serve where needed. She works diligently and tirelessly, dedicated to fulfilling the purposes of women educators.



Mrs. Barbara Harrington
President: 2010 – 2012

- From Bertie County
- Taught as Classroom Teacher in Martin County and Bertie County Schools
- Served as the Northeast Teacher on Loan with the North Carolina Department of Public Instruction
- First National Board Certified Teacher in Bertie County Schools

Barbara was born and raised in Bertie County. She graduated from East Carolina in Intermediate Education with degrees in Mentally Handicapped and Math and later received certification in Learning Disabilities in Reading and Academically & Intellectually Gifted (AIG). She served as the Northeast Teacher on Loan with the North Carolina Department of Public Instruction for five years conducting Teacher Performance Appraisal training, mentor training, National Board recruitment, and Beginning Teacher support throughout the Northeast region. After retiring, she conducted National Board support throughout North Carolina.

Under Barbara's leadership, the importance of reading in all the programs and projects were emphasized. She was especially interested in sharing information about what other counties were doing in education. She invited a missionary from Windsor, NC, to provide a program on the education in Africa and aligned the program with

Barbara Harrington (continued)

DKG's Schools for Africa project. Members saw first-hand what it was like in Africa for education and children.

Barbara talked with members finding their strengths and knowledge prior to setting up committees. She felt that the chapter's "strength" was in committee engagement. She formed strong interconnections with each other. She served on the committee to develop the *Beta Upsilon Chapter of Excellence Award* and chaired the Literacy Project committee for many years. Barbara commented that "*Members need to know we care and support each other as educators and friends.*"



Mrs. Pat Nelson
President: 2012 – 2014

- From Robersonville, NC
- Taught in Martin County Schools: K-8th
Language Arts and Social Studies

Pat attended East Carolina University earning a bachelor's in Education. She was extensively trained in Scientifically Based Reading Research and served as a Reading Coach for six years. She was Teacher of the Year, a Thinking Maps teacher, and a Reading First teacher. After retiring from public schools, she was a trainer for Thinking Maps, Cary, NC.

Pat Nelson (continued)

With Pat's leadership, the members were actively engaged. Knowing that everyone had busy schedules, Pat focused on structure and focus for the meetings. She provided worthwhile programs and relevant information for educators. She was a great communicator and encouraged members to call others who were not at meetings to say they were missed. Many of her meetings included small group table interactions with sharing and reporting to the group. Her philosophy is to *"Look inwardly and see what it is that is keeping us from being a better chapter. We must change as the times are changing!"*



Mrs. Jean Alexander
President: 2014 – 2016

- From Creswell, NC
- Taught in Texas (1 year), Raleigh (2 years) Creswell (32 years)

Jean received her bachelor's degree in Home Economics and General Science from East Carolina University. She taught 35 years. Jean also led the Future Homemakers of America (FHA) club in addition to her teaching. She encouraged the students to participate in meetings and competitions on the local, regional, and state levels. She commented that *"this was a way for young people to develop leadership skills."* During this time, she encouraged male students to take the home economics classes, also. According to The

Jean Alexander (continued)

Beacon Newspaper, “Teacher Wants Home Economics Required,” this was the beginning to include all genders in these courses. (Scrapbook, n.d.).

According to another article published in The Beacon published December 11, 1991, Jean also served as president of the Creswell Woman’s Club, 1991. She was instrumental in supporting many community events including a “bike-a-thon and the CHS Future Homemakers of America spring banquet. (Scrapbook, n.d.)

Jean also served as County Commissioner and in this role, she advocated to have the Washington County Medical Clinic in Creswell (Scrapbook, n.d.).

Jean attended state training workshops and national conventions. Under her leadership she provided updates to the members on changes in Bylaws and Rules and encouraged attendance and participation. She also designated a committee to develop a *Beta Upsilon Chapter of Excellence Award* for members based on service to the chapter.



Mrs. Kathy Britt
President: 2016 – 2018

- From Wilmington, NC
- Taught English and French in Plymouth H.S. and Creswell H.S.

Kathy attended Meredith College and received a bachelor's degree in English with a minor in French with teaching certification for grades 7– 12. During summer sessions, she attended East Carolina University with courses toward a master's degree. She also has a NC Literacy Coach Certificate which allowed her to work with Grades 7-12 to improve literacy instruction in the classroom. She received her master's degree from Elizabeth City State University in School Administration. She has been active in education for 30 years. During Kathy's leadership, she was in communication with state officers who supported and visited Beta Upsilon meetings. With this communication, she guided the chapter forward in representing the DKG's proposal for updating bylaws. This was a time when DKG International was proposing many changes to the bylaws, e.g., dropping Greek names from states and having the state name in its place. ETA State became NC DKG. Discussion also included changing Greek Chapter names to more geographical names. Kathy reviewed this information with the members and represented the chapter on the state level. The final vote was to allow chapters to keep their Greek names.

Several projects were expanded during her presidency: (1) support for early career educators,

Kathy Britt (continued)

(2) increased membership recruitment for diverse members, (3) continued support for the Schools of Africa project; (4) extended and maintained a close connection with state and regional leaders; and (5) continued to increase the book drive within each geographical area. Kathy also led conversations on dividing Beta Upsilon into two chapters because of the large membership and the distance among the six geographic areas. The issue was not resolved, but she provided the opportunity to have honest and concerned conversations among the members.

Kathy also became the Chit Chat editor during her leadership and the chapter won the newsletter award from Eta State in 2016.



Dr. Kaye Dotson
President: 2018 – 2020

- From Williamston, NC
- School Librarian - Jamesville Elementary and Jamesville High Schools,
- Part-time Evening Librarian - Martin Community College and Beaufort County Community College
- Librarian - Kings Business College, Raleigh, NC.
- Currently Associate Professor in Library Sciences, Interdisciplinary Professions, at East Carolina University
- Author of *The Value of Games: Putting Play Back into Practice for Children* (2020).

Dr. Kaye Dotson (continued)

Kaye received her bachelor's degree in history, master's in Library Sciences, and doctorate in Educational Leadership from East Carolina University.

Kaye served on many committees prior to her presidency, including the committee to develop a *Beta Upsilon Chapter of Excellence Award*.

During Kaye's leadership, she considered herself more of a facilitator than the "leader." She asked members to support each other and encouraged members to actively participate in activities and projects, especially for the ones of interest to a member personally. Kaye encouraged diversity in membership during her service. She was open for new ideas/suggestions and recommendations and delegated tasks to members who had experiences and skills to successfully lead programs/projects. She encouraged lifelong learning and promoted educational opportunities for all members.

Kaye also researched and published several articles on DKG Leadership in the *Delta Kappa Gamma Bulletin International Journal for Professional Educators* during her time in Beta Upsilon.

Under her leadership, members approved to rotate locations among the geographic areas for meetings every two years. Kaye credits her leadership as a time that "*allowed me to help myself as well as help others.*"



Dr. Phyllis Broughton

President: 2020 – 2022

- From Suffolk, Va.
- Instructor and Department Chair at Pitt Community College, Greenville, NC
- Dean of Academic Affairs and Students at Martin Community College, Williamston, NC
- Currently Teaching Assistant Professor in Adult Education, Interdisciplinary Professions, at East Carolina University
- Currently serving on NC DKG Educational Foundation Committee

Phyllis received a bachelor's degree in English from Atlantic Christian College (now Barton College), master's from East Carolina University in Adult Education, and doctorate from North Carolina State University in Adult and Community College Education.

Phyllis' first year as chapter president for Beta Upsilon was at the beginning of the Covid-19 pandemic, 2020. There were no face-to-face meetings; therefore, under her leadership technology was a major communication tool. Virtual meetings were held by Zoom. A web page and Facebook were developed. Phone texting was implemented as a form of communication for updates and information. For a few members, being a "Technology Buddy" helped members who did not have the technology available to share

Dr. Phyllis Broughton (continued)

an opportunity to participate in meetings. Even though this was a way to continue meetings and be informed and engaged, it lacked the face-to-face participation for fellowship and camaraderie. The chapter began beginning face-to-face in May 2021.

In addition to her duties as president, she served as editor of Chit Chat. During her leadership, Beta Upsilon received the 2021 Communications and Newsletter Award and the Superior and President's Chapter Achievement Award for 2021. Phyllis received the 2021 Rising Star Award from NC DKG during the April 23-25, 2021, Virtual Convention.

Collection of Pictures from the Past Leadership



Eva White served as treasurer for 20 years (1970-1990). The Nell Rae/Eva White Scholarship was in honor of Nell and Eva (Scrapbook, 1970-1986).



Nell Rea - Picture used with Founders Application – 1982 (Scrapbook, 1970-1986).



Edith Warren - Charter Member of Beta Upsilon - 1970 (previous member of Pi Chapter)



Includes Susan Godwin, Mary Rose Lawrence,
Mary Littrell – 1983





Lois Young 1990 (left)



Rita Myers (Bula) (left) - 1998



The 40th anniversary celebration was enhanced by the presence of three distinguished charter members – from left, Sue Todd, Arlene Manning, and Edith Warren – each of whom shared stories of the history of Beta Upsilon. (2010)



Jean Alexander (left)and Fran Everton (right)
2011



Mona Boyd -2013 - Meeting at Gray's Landing



The Beta Upsilon Chapter of the Delta Kappa Gamma Society sponsors a literacy project each year in one of the member's school districts. Gates, Hertford, Bertie, Washington, and Martin counties comprise the membership of the Beta Upsilon Chapter. This year (2013) Bertie County chose Aulander Elementary to be the recipient of the books that are donated by its members. The school is asked to submit a wish list of book titles that would be beneficial to the school. Julia Credle (left) a member of the Beta Upsilon Chapter since 1972 presents the books to Wendee Todd (right, media coordinator of Aulander Elementary).



Representative Edith Warren (left) and Delta Kappa Gamma member Pat Nelson (right) are shown at the most recent meeting of the Delta Kappa Gamma sisters, members of Beta Upsilon Chapter of Delta Kappa Gamma Society International. (2013)



Barbara Harrington (right) 2013

Jean Alexander - 2015



Kathy Britt - 2017



Kaye Dotson - 2018



Barbara Harrington (left) and Sue Fairless (right)
April 2019 meeting



Phyllis Broughton - 2020 – Virtual Zoom Meeting

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Appendix A: Interview Questions

1. Tell us little bit about you – where are you from, education, career, and accomplishments.
2. Which generation do you consider yourself?
WWII = 1922-1943; Baby Boomer = 1943 – 1960; Gen X = 1961 – 80; Gen Y = 1981 - 1994
3. How did you get involved with Beta Upsilon?
4. What leadership roles have you had within this chapter?
5. Why did you consider accepting the position of Beta Upsilon Chapter president?
6. Did you have training for this role or was this based on your leadership experiences/skills at the time of your election?
7. Tell us about your leadership of the chapter?
8. Share with us some of your successes and how did they improve the chapter's membership or work of the chapter?
9. What were some of your challenges and how were you able to resolve the challenges that you had?
10. How has your leadership role affected your private and professional life? Or has it?
11. What does the next generation of leadership look like for you? If you could give advice to the next generation of leaders in Beta Upsilon, what would you tell them?
12. We talked about many areas of your leadership, is there something else you would like to share that we have not discussed?

Appendix B: Leadership Survey

Interviewee: _____

Date: _____

Participant Number: _____

Leadership in a Non-Profit Organization

Circle the response that reflects your first reaction.

There are no right or wrong answers.

As a Chapter President, I tend to	Always	Often	Sometimes	Never
1. Provide feedback to members.	4	3	2	1
2. Prefer practical/pragmatic applications.	4	3	2	1
3. Listen and get to know others.	4	3	2	1
4. Prefer a trusting and cooperative environment.	4	3	2	1
5. Seek members with talents/knowledge to achieve goals.	4	3	2	1
6. Promote diversity of skills/talents of members.	4	3	2	1
7. Initiate collaboration with others.	4	3	2	1
8. Encourage individual development and inclusion.	4	3	2	1
9. Help others and the chapter to achieve goals.	4	3	2	1

10. Promote/Delegates shared leadership with members.	4	3	2	1
11. Ask others to collaborate and work as a team or serve on a committee.	4	3	2	1
12. Promote each member to be empowered for the good of the chapter.	4	3	2	1

Add the numbers together from the following set of questions. The highest number will show what leadership style that seems natural for you. Sometimes you may use different leadership styles depending upon the situation.

Add the numbers you circled for the following questions.

Questions 1, 2, 4, 8 _____ Transformational Leadership

Questions 3, 7, 9, 11 _____ Servant Leadership

Questions 5, 6, 10, 12 _____ Visionary Leadership

Questions 7, 9, 10, 12 _____ Shared Leadership

Transformational Leadership (Sohmen, 2004, p. 223): This leader focuses on humanistic rather than authoritative leadership. This leader encourages lateral thinking, promotes individual development, provides feedback, and promotes a cooperative and

trusting environment for chapter members. This leader is usually self-confident, pragmatic, and nurturing among the members.

Servant Leadership (Berryman, n.d.): These leaders inspire others to voluntary action. They have the flexibility to see a larger picture or to step in to become more involved. They recognize energies, ideas, and influences of others. These leaders are usually friendly and polite to others, creating an environment to build good rapport. By active listening, these leaders are approachable and encourage others to collaborate as a team. This leader gives one's time and energy to the cause of the chapter.

Palumbo (2016, p. 85) comments there are six major items that inspire the decisions and actions of the servant leader: (1) willingness of empowering and developing people, (2) humility, (3) authenticity, (4) interpersonal acceptance, (5) ability to provide effective direction, and (6) stewardship.

Visionary Leadership (Sohmen, 2004, pp.224-226): This leader emphasizes connecting individuals to her vision and provides communication for collaboration. This leader employs diversity of talents and skills of other members to achieve strategic goals. This leader promotes passion among the members and gains support. She looks to members as future leaders and provides opportunities for leadership inclusion.

Shared Leadership (Fritz, 2019): This leader provides the members a shared vision, encourages input, provides recognition, and solves problems.

She promotes a feeling of inclusion, unity, collaboration, and team-driven support. Leadership concepts include accountability, autonomy, initiative, follow-up, and reporting (7th paragraph). Many times, this leader provides an opportunity for members to learn new things and do things differently than in the past to achieve chapter goals. It is a form of leadership that promotes transparency.

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