

PIEPER FAMILY ENDOWED CHAIR FOR SERVANT-LEADERSHIP

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Milwaukee School of Engineering

# Annual Report 2005

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# **Dr. Samuel Scheibler, Chair**

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# Servant-Leadership Takes Root at Milwaukee School of Engineering

*“Leadership lies in sacrifice, self-denial, love, fearlessness, and humility. That is the difference between great and little men.” Vince Lombardi.*

## PURPOSE AND DEFINITIONS OF SERVANT-LEADERSHIP

The Office of Servant-Leadership seeks to promote a dynamic Servant-Leadership model throughout the MSOE community. We believe that Servant-Leadership provides the best standard for dealing with the changing nature of work, social relationships, and community development in an increasingly complex and globalized world. The Office of Servant-Leadership is working to create opportunities for students who “aspire to be principled, innovative and socially conscious contributors to a caring and civil society.”

As a concept, Servant-Leadership defies facile definition. It does not fit the neat, straight-angle warp and weft fabric of conventional management principals but rather is a rich tapestry of variegated hues and subtle patterns. The multi-dimensional and wide-ranging complexities of the practice of Servant-Leadership, however, do not preclude quantitative and qualitative analysis of its development, progress, and impact. Measurement rests, of course, upon a clear and comprehensive definition of the subject.

For the purposes of establishing benchmarks for objective, quantitative analysis, the Pieper Family Endowed Chair for Servant-Leadership defines this complicated construct as follows:

**Leadership:** We believe that leadership is exemplifying the qualities of moral character that enables one to inspire and improve others. Furthermore, we believe that leadership is not a position, but a process.

**Servant-Leadership:** We believe that Servant-Leadership means leadership whose primary purpose is to serve others by investing in their development and well-being while jointly accomplishing tasks and goals that facilitate the common good.

Therefore, we believe that leadership begins from within the individual person. It is character in action. Servant-Leaders have a fundamental commitment to serving others with integrity and humility while encouraging excellence and growth in those whom they lead. They are leaders of vision that pursue their vision from a foundation of humility, empathy, compassion, and the highest standards of ethical behavior.

**Planting Servant-Leadership:** We believe that Servant-Leadership is best taught by example. We agree with Stephen Covey: “If you really want to get servant-leadership, then you’ve got to have institutionalization of the principles at the organizational level and foster trust through individual character and competence at the personal level. Once you have trust, then you lead people by coaching, empowerment, persuasion, example, and modeling. That is servant-leadership.”

## Goals of the Servant-Leadership Office

**Student formation:** assisting students in vocational and professional development that takes into account careful balance and the integration of the physical, mental, emotional, and spiritual dimensions of their lives; establish within our students a respectful and cooperative relationship with others; helping our students connect their intellectual, spiritual, and leadership capacities for service to the world around them.

**Community Partnerships:** collaborating with civic, humanitarian, professional, industrial and business organizations to provide students with internship and other growth opportunities in service and leadership; creating an environment of cooperation and trust that moves our students, faculty, staff, and alumni toward the building of healthier communities in southeast Wisconsin and throughout the world.

**Curricular and Faculty Development:** providing courses in practical ethics and Servant-Leadership studies for MSOE students; supplying resources to assist university faculty in integrating teaching, research, and community service.

**Staff Support:** partnering with MSOE staff in nurturing the university's commitment to promoting community and fostering a healthy, servant-leader's approach to work; helping to make MSOE the best place to work in Milwaukee.

**Health and Wellness:** assisting everyone in the MSOE community to make wellness-oriented lifestyle choices

## The First 100 Days

### Sparks and Flames: The MSOE Cares! Program

Concept: In launching the Office of Servant-Leadership at MSOE, like Vince Lombardi in his first Green Bay season, we begin with the fundamentals. <sup>1</sup> Our first task was to demonstrate to our community the overarching reality that there is something greater than self and that "something" is worthy of recognition and engagement. While we firmly believe that there exists a call and need to serve others within

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<sup>1</sup> In his first season with the Packers Vince Lombardi become so frustrated with his players that one day he blew his whistle and gave one of the greatest "start with the basics" coaching lessons of all time: "Everybody stop and gather around," he said. Then he knelt down, picked up the pigskin, and said, "Let's start at the beginning. This is a football. These are the yard markers. I'm the coach. You are the players." He went on, in the most elementary of ways, to explain the basics of football.

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### 2005-2006 GOALS

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-  Focus Groups Freshmen/Seniors
-  Senior Design
-  Training Sessions
-  Residence Halls Collocation
-  Benchmark Analysis
-  Volunteer Expansion
-  Partnership Expansion
-  Winter Break Programs
-  Summer Programs
-  Wisconsin Servant-Leadership Conference
-  International Education Outreach
-  Faculty Development Seminars
-  Community Development Seminars

each of us, we must also recognize that this call is nascent in some, disengaged in others, and unrecognized in many. Our initial goal was to provide steel to the flint to light the inherent spark of service lying dormant in some of our students and to fan the flame of human compassion and servant-orientation that burns within many members of our community. To our horror, nature provided the opportunity to teach our community to serve and in serving to lead just days before the scheduled opening of our Office.

## Learning the Hard Way – MSOE CARES! Tsunami Relief

Within twelve hours of the Indian Ocean tsunami of 26 December, 2004, the Office of Servant-Leadership had contacted an ecumenical relief agency with whom we have connections in Colombo, Sri Lanka. By the second day of the unfolding disaster all of our students, faculty, and staff were contacted via e-mail and asked to take part in an immediate gathering of life-saving blankets.

We choose blankets because our community was on holiday. We knew that most would be at home or amongst relatives. Blankets are intensely personal items. We did not ask our community to purchase blankets or write checks so that others might buy blankets, but rather to look around their own homes and gather coverings – blankets that are personal, an extension of themselves and their families.

While our purpose was solely and sincerely to reach out to this devastating human need, the “teaching moment” of selflessness, community consciousness, and outreach was a golden opportunity glittering in the darkness of the disaster. As the first university in Wisconsin to respond, the MSOE CARES! Tsunami Relief also focused a great deal of attention on our program.

Outcomes: The response from the MSOE community was overwhelming. On the sixth day after the tsunami 84 students gathered in the Campus Center to trim, bundle, tie, and box blankets. Recognizing that most blankets are too large for infants, the Catholic Student Association purchased fleece fabric and, together with two MSOE sororities and other volunteers, cut and tied “baby blankets” for the tiniest victims of the flood. One of the remarkable features of this effort was the cooperation of very diverse elements in the MSOE student body ranging across the spectrum from the Liberal Student Organization to College Republicans. In the days to come as word of MSOE CARES! spread more blankets arrived including a large donation from Wauwatosa West High School Student Council and the MSOE Alumni Association. Twenty (20) cartons of blankets were collected over a three-week period.

We recognize that Servant-Leadership means Leadership and one of the outcomes of MSOE CARES! was tremendous media coverage of the University, the relief effort, and the Office of Servant-Leadership. Stories about our program were broadcast by four local television stations (in one case on two separate days) and printed in several local publications. The story was “picked-up” by the Associated Press and appeared in over 1,000 news outlets around the world. Publications are still mentioning the effort and next month MSOE CARES! will be featured in Youth Lifestyles Magazine.

Most importantly, the outcome of MSOE CARES! was to put the Office of Servant-Leadership on the mental maps of our faculty, students, and staff. We received e-mails from around the world commending our immediate and efficient effort, but the greatest outcome was the launching a new spirit of service within our own community.

We were asked by the Sri Lankan Relief Agency if our Construction Management students would be interested in assisting the rebuilding effort on the island. Discussions continue.

## Great Examples of Servant-Leadership Focus

Two weeks after opening the Office of Servant-Leadership we were privileged to keynote the University's Martin Luther King, Jr. celebration. While we were part of the planning for the celebration for several months, this was the first opportunity to reach out to the community on the subject of "Great Examples of Servant-Leadership." The event drew 127 members of our community together for an hour of reflection and celebration.

Following is the "follow-up" e-mail:

The MLK Committee at MSOE is being paid the highest possible compliment.

This Sunday, 20 February, we have been invited to give the "One Man Can Make a Difference" Address for the Black History Month celebration at St. Matthew's Christian Methodist Episcopal Church.

Some of you may have noticed that I am not African-American. That the day has come when a portly German-American from MSOE is given the privilege of addressing one of Milwaukee's most venerable African-American churches for the commemoration of Black History Month is a remarkable indicator of great days ahead. We have been drawn together through the legacy of Dr. King and, truly, can anything be more indicative of his dream than "hyphenated Americans" celebrating together.

I trust that this, in a very small way, gives us all hope that "we shall overcome someday."

Outcomes: Our President has referred to the "MSOE demographic doughnut" – the phenomenon that our student and staff population represent the suburban and rural populations of Wisconsin and Illinois rather than the immediate neighborhoods around us. We are beginning to address this issue. Through the window of opportunity provided by the Martin Luther King, Jr. celebrations we are making solid contacts for service, outreach, and education in the urban, African-American reality that is central Milwaukee. A direct outcome of this endeavor is the engagement of MSOE students with a element of diversity that stretches and broadens their own paradigms of "community."

On 24 March, 2005, at the invitation of Mayor Tom Barrett, fifteen MSOE students and the Chair took part in the 25<sup>th</sup> anniversary of the martyrdom of Archbishop Oscar Romero, another "Great Example of Servant-Leadership." United under the spirit of Romero's last public statement "one must not love oneself so much, as to avoid getting involved in the risks of life that history demands of us..." our students participated in a celebration and commemoration that included



eye-witnesses to events of 1980 in El Salvador and a stirring call for peace and just by a Salvadoreaña now working in the Mayor's Office.

Outcomes: We are currently in detailed discussion with the Mayor's Office on a proposal to send MSOE nursing students on a public health outreach to Cuba through the Sister Cities Program. The interest of MSOE students demonstrated at the Romero event caught the Mayor's attention and provided the catalyst for great service possibilities.

Note: On 26 April, 70 MSOE students will be guests at the Kennan Forum being held at the Pabst Theatre in Milwaukee. As part of our commitment to global engagement within Servant-Leadership we are working in cooperation with the International Institute to make these opportunities available and attractive to our students.

## Water for People

Building from the momentum of MSOE CARES! Tsunami Relief, in January we began working with the Wisconsin Board of Water for People – the humanitarian arm of the American Water Works Association. The goal of Water for People – Wisconsin is to create tangible, creative projects for the betterment of humankind at the most elementary level: potable water.

Outcomes: Since January two MSOE students have been invited to join the Board of Water for People Wisconsin. They now have an opportunity to both serve and lead. In February MSOE's Office of Servant-Leadership became the locus for Milwaukee area outreach for National Water Awareness Day. On 01 April, in cooperation with Circle K, we sponsored "Dress Down Day for Water" for all college campuses in southeastern Wisconsin.

The Water for People program had another outcome for the University. We were invited to distribute materials during the President's Scholars Weekend in March. Over two dozen parents stopped, asked questions, remarked on the uniqueness of such outreach at an engineering school, and took materials about our program with them. As we said to one parent of a high school senior: "We will teach them to lead by serving from the moment they arrive at MSOE next September."

We have been invited to begin preparations for engineering service projects and public nursing outreach involving MSOE students in Guatemala next summer. Discussions continue.

## The Drama of Servant-Leadership

Since January we have been working with the Milwaukee Public Theatre to create experiences for MSOE students to engage in values education and health and wellness training in Milwaukee Public Schools.

Outcomes: We are currently "polishing" three one act plays: "Harry Pot Roast – the Magic of Good Nutrition" written by MSOE Nursing students; "No Fools – Staying in School" written by MSOE Mechanical Engineering students; and "Yes, It Matters – Making the Right Decisions" written by MSOE Management of Information Systems students. We have held three "working" meetings with the Board of the Milwaukee Public Theatre (one in each month of the Chair's life to date).

# Engaging the Soul

To catalogue our progress, following is an e-mail:

Having sent emails to Rick Gagliano in both earnest and jest regarding our campus spiritual life groups, I would like to explain the overarching conceptualization of Servant-Leadership and the sub-group-specific groups.

As noted in a previous e-mail part of the mandate in Servant-Leadership is to awaken, energize, and direct the whole person towards both service and leadership in the University community. Engaging the soul is an immense part of this task.

The microphenomenon is to assist students as they develop active and growing units (groups, clubs,) that encourage the unique spiritual growth available in their religious tradition.

The macrophenomenon is to then collocate these groups into joint efforts (as we did with Liberal Students Organization and College Republicans in the tsunami relief effort) thus building a true community of service that draws from the spiritual energy of all these traditions.

We will then graduate young professional leaders with a truer sense of self, a greater sense of service, a spirit of cooperative tolerance, and proven experience in ecumenism.

The nascent Catholic Student Association is going "great guns." In two weeks I finish the Bible Study on St. Paul's Epistle to the Philippines for C.S.A. and they will begin a series on the DaVinci Code. I then start a two-part study on the Old Testament patriarch Joseph for Intersarsity Christian Fellowship. As noted we are starting an Orthodox Student Association for the fall.

We are working on a Lutheran Student Association for the fall. Again, all of this pointing to a unified goal.

Outcomes: There is a growing "spiritual awareness" on campus. Students are finding an outlet for spiritual expression within the University community. We believe that this phenomenon will soon be measurable at MSOE.

## Servant-Leadership and Senior Design

MSOE has the advantage over some institutions insofar as we require most of our students to work in intensive teamwork for an entire year in their Senior Design Project. This is the ideal environment in which to teach the principles of Servant-Leadership.

At the invitation of Dr. Owe Petersen, Interim Chair, Electrical Engineering and Computer Science Department, we gave a seminar to Electrical Engineering Senior Design Teams on "Servant-Leadership and Your Senior Design." The seminar was very pragmatic, addressing very real problems and challenges faced by students in the room. We also wrote and printed a brief brochure on the material.

Outcomes: According to the Electrical Engineering Faculty, the impact on their students was marked and measurable. We have met with the Interim Department Chair and Faculty as a follow-up and have been invited to assist in curriculum development following Servant-Leadership principles for the entire Department. In brief, we are now in constant consultation with the Electrical Engineering Department on how to integrate Servant-Leadership into every facet of their curriculum.

We have also assisted the Electrical Engineering Faculty in a paper to be presented at the 2005 American Society for Engineering Education Conference.

The Chair is being nominated to present a paper on “Unstructured Problem Solving and Servant-Leadership” at the 2006 American Society for Engineering Education Conference.

Following is an email relevant to our outcomes:

Sam

In your presentation Thursday, you said that the world is here.

We have been grappling with the concept of how to prepare our EE graduates for this reality. As a result, we wrote a paper that will be presented at the 2005 American Society of Engineering Education Conference. I have attached a pre-print of the final paper.

I realize you have many commitments, but I am asking if you could find the time to read our paper and join us in a dialog. Our responsibility is to equip our students with contemporary tools necessary to live fruitfully in today’s world. We are searching for ways – they don’t come out of textbooks – to provide what our students need. You have concepts that directly address the problem we are striving to solve.

In short, we need your help.

Stephen M. Williams, P.E.

At the suggestion of Prof. Larry Korta, we have instituted an outreach to non-profit agencies in greater Milwaukee toward the goal of joining next year’s senior design projects in Industrial Engineering with the needs of service organizations. The Office of Servant-Leadership is providing a bridge between community projects and our senior design students. We are currently working with three non-profit institutions and have received permission from Dr. Deborah Jackman, Chair, Architectural Engineering and Construction Management, to begin outreach in coordination with her Department as well.

Outcome: Project in progress.

## Curricular Integration

We have met with the Chair of Architectural Engineering and Construction Management, the Chair of General Studies, and the Interim Chair of Nursing to discuss methods and plans for curricular integration of Servant-Leadership into their programs. As noted above, we are actively working with the Department of Electrical Engineering and Computer Science in the same regard.

We have addressed the Faculty of General Studies, the Board of Regents, and on 29 April will address the Faculty Senate on practical applications of Servant-Leadership.

Outcomes: The discussions have been fruitful and cooperative. I sincerely believe that measurable results will soon be available.

## First Year Experience

We are currently writing a “white paper” on an exciting, innovative, and unique approach to the First Year College Experience that will incorporate advising, counseling, guidance, and personal growth during the First Year into a single, coordinated, well-planned locus on campus. The governing principles of the First Year Experience will be the fundamentals of Servant-Leadership.

Outcomes: In process. 0<sup>th</sup> draft to be presented 26 April.

We are also working with the Retention Committee to identify needs and actively seek solutions to challenges in student retention and persistence. The Office of Servant-Leadership has been especially focused on assisting the Department of Mathematics to acquire student placement software and support materials to encourage greater satisfaction (and health and well-being) amongst freshmen. These efforts fall into the venue of our Office as we firmly believe that we cannot turn students into tomorrow’s servant-leaders if we cannot keep them at MSOE.

Outcomes: We are tracking a focus group of 2004-2005 freshmen for quantifiable measurements.

## Servant-Leadership in the Residence Halls

The Chair is preparing materials to train every Resident Assistant in basic principles of Servant-Leadership during their August training program for the 2005-2006 academic year. Materials specific to the unique challenges of dormitory living and urban environmental stress as well as team-building, integrity, transparency, and trust are being prepared. The Chair is coordinating this endeavor with the Director of Housing.

Outcomes: Program to begin in August, 2005.

The Chair has been working with the Vice President of Student Life, the Counseling Office, and the Resident Assistance in cases of bereavement and trauma. We strive to lead by example.

Outcomes: Students and parents in times of need know that MSOE truly cares. This outcome can only be very partially attributed to the Chair as the Student Life Office and Counseling Office at MSOE are remarkable examples of intelligent compassion and direction.

## Servant-Leadership and Diversity

We have already noted the work with the African-American community. As stated from the outset, the Chair believes that we have a great and incumbent responsibility to the growing Spanish-speaking communities of Wisconsin. Toward this goal, the Chair has been invited to join a working group established by Vice President Frankowski to explore engagement with the Latino/Latina community.

Since January, however, we have assisted the TRIO Program in their efforts to lobby Congress for the continuation of Upward Bound funding. We connected our TRIO staff with

Congresswoman Grace Napolitano, Chair of the Congressional Hispanic Caucus (and a dear friend) so that Grace was able to give support and guidance to our efforts. (We also counseled the staff on effective lobbying in Washington – sometimes we have to lead the leaders even when they sit on Capitol Hill).

Outcomes: First meeting of the working group will be 26 April.

The Chair of Servant-Leadership is currently directing Technical Communications students in a communicative outreach to recent Hmong immigrants titled “Welcome to Wisconsin.” This bilingual presentation should be available this summer.

Outcome: In production.

## **Servant-Leadership and Community Service**

Since January we have been cooperating with the Counseling Center to lead students into stronger emotional health through service to others. We have written and printed a brochure on “Serving Others is Good for Your Health” and assisted Thomas Carroll, Counseling Intern, in writing a health bulletin on “Service as a Cure for Depression.”

We are currently working with the Diabetes Association, the Epilepsy Foundation, the March of Dimes, the YMCA, and Habitat for Humanity.

Outcomes: We have several dozen referred students in community service projects. (Note: Opportunities for growth and change that would not have been readily available otherwise).

## **Servant-Leadership and the Moral Environment**

The Office of Servant-Leadership has made its resources available to the Nurse’s Office and Office of Student Life to give input on ethical issues arising on campus. Most recently we presented an ethical position paper to Vice President Coffey on behalf of the Nurse on the issue of distribution of condoms on campus.

Outcomes: We have produced the work, the fruit is yet to come (or in the case of condoms, fruitlessness).

Are we doing our job in this area? I trust that this is true. While I hesitate to include “kudos,” the following two recent emails from faculty and staff particularly fit the goal of Servant-Leaders as defined by Greenleaf.

Sam

Thank you for your inspiring words. I appreciate your approach to service and find myself appreciating others more deeply.

Betty (Albrecht)

Dearest Sam,

You are an amazing man! Thank you for bringing your genius, your commitment, your tireless energy and efforts, and your altruistic spirit to the mission of Servant Leadership. Your passion inspires others to act....your faith in humanity brings dignity to all who follow you. I feel fortunate to know you.

With Sincere Appreciation and Awe,

Liz Waterfall

PS - I love the Servant Leadership brochures....well done! Take care of yourself, Sam. A person as giving and caring as you can forget to attend to their own health and life...take time for you.....

## First Servant-Leadership Class

We are currently teaching a Senior Electrical Engineering student in Directed Study (a three-credit course in Social Science) on the subject of Servant-Leadership. He is both writing his observations on Servant-Leadership and the MSOE environment and interviewing MSOE alumni about their paradigm of leadership.

Outcomes: The course ends on 20 May. He is, however, producing insightful material.

## Public Outreach

We have written and produced several brochures for Servant-Leadership. Our media exposure has already been noted.

In addition the Chair has addressed the German National Congress (DANK) and various civic organizations on the Office of Servant-Leadership. We have established a protocol and method for the Chair's speaking honoraria (on any topic) to be sent directly to the University Treasurer for deposit in the Servant-Leadership Fund.

The Chair was registered to attend the Education and Servant-Leadership Conference in Indianapolis last month but was grounded in Milwaukee due to inclement weather.

The Chair is registered to attend the International Conference on Servant-Leadership in Indianapolis (including the pre-conference sessions), 01-04 June.

We have raised slightly over \$13,000 for the University since January.

On 28 April the Chair will address the MSOE Student Leadership Banquet. On May 05 the Chair will address the Annual Conference of Ploughshares, International.

Outcomes: The exposure cannot serve but to help our endeavors.

## Mechanics

Note: Only to provide perspective on the first 100 days - due to the timing of the Chair announcement and the demands of the academic schedule, during the first eight (8) weeks of this report the Chair was teaching full-time in General Studies in heavily loaded courses (courses that had filled, had the cap lifted, filled again, etc.). During the first eight (8) weeks the Chair was assigned ¼ overload in the Office of Servant-Leadership and taught 131 students in four courses (plus two classes from previous quarters that still meet regularly as they refused to disband when their quarter ended).

During the last seven (7) weeks the Chair has taught three courses in General Studies and the Office has now met its mandate of ½ time.

Starting a new Office in a new building has been a challenge. The Chair has no complaints. The Chair would like a desk chair, a coffee table, and larger capacity in his telephone voice mail.

Outcomes: Everything is fine.

## Closing Thought for First 100 Days

May I close the first 100 Days with the message sent on Holy Thursday:

"He riseth from supper, and laid aside his garments; and took a towel, and girded himself. After that he poureth water into a basin, and began to wash the disciples' feet, and to wipe them with the towel wherewith he was girded." St. John 13:4-5

This scene took place 1,968 years ago this evening (Thursday, 24 March, 2005) and might be called the "archetypal moment" in the history of Servant-Leadership - Jesus on the eve of the Crucifixion washing the feet of His not-so-faithful (as events later in the night would prove) band of followers. For those of us that believe that He is God Incarnate the image is staggering - the Creator of humanity kneeling in humility to serve those whom He had created.

Regardless of your disposition toward Jesus of Nazareth, the lesson cannot fail to give us pause for reflection. The Master serving His followers. Is this not exactly what each of us strives to do each day we step onto our remarkable campus?

## The Next 150 Days

### Learning the Hard Way Again – MSOE CARES! Hurricane Relief

Within four hours of the breaching the levees in New Orleans under the onslaught of Hurricane Katrina, the Office of Servant-Leadership contacted MSOE's students, faculty, and staff asking them, again, to take part in an immediate effort to save lives and ease the suffering of evacuees.

Outcomes: The response from the MSOE community was overwhelming.

- Over 400 MSOE students participated in the blanket, food, and clothing drive
- MSOE students, staff, and faculty filled an entire truck with bound and packed blankets for distribution by the US Army in Mississippi (included in each bound blanket was a note or letter of encouragement written by MSOE students).
- Working with America's Second Harvest of Wisconsin, MSOE's students, staff, and faculty collected over 1 ½ tons of canned and preserved food for distribution in Louisiana, Texas and Mississippi (culturally sensitive)
- The Athletic Department and Volleyball Team, in cooperation with two of our league partners, sponsored a "Donate for Admission" collection of non-perishable food during a triangle volleyball tournament.
- The General Studies Department sponsored donations for food, medicine, and toys or pets abandoned, overlooked, or forcibly left behind in the evacuations.
- The entire range of MSOE Student Organizations worked together to collect food, raise monetary donations, pack blankets, gather and sort clothing, and prepare all relief supplies for shipping.
  - Student Organizations Formally Participating:
    - American Institute of Architecture Students
    - American Society of Civil Engineers
    - American Society of Mechanical Engineers
    - Biomedical Engineering Society
    - Catholic Student Association
    - Circle K
    - College Republicans
    - Delta Sigma Phi Fraternity
    - Ingenium
    - Institute of Electrical and Electronics Engineers
    - Institute of Industrial Engineers
    - International Student Association
    - InterVarsity Christian Fellowship
    - Kappa Eta Kappa Fraternity
    - Liberal Students Organization
    - MAGE
    - MSOE Business Leaders Association
    - MSOE Symphony Orchestra
    - Muslim Student Association
    - National Society of Black Engineers
    - Phi Delta Chi Sorority
    - Rejoyce in Jesus Campus Fellowship
    - Residence Halls Association
    - Society of Hispanic Professional Engineers
    - SAGA
    - Student Government Association
    - Student Nurses Association
    - Student Union Board

Following is an interim press release on the MSOE CARES!! Program for Hurricane Relief:

**The Office of Servant-Leadership**



*Update on MSOE Cares!!*

*Hurricane Katrina Relief and the MSOE Community*

As of 12 September, over three hundred (300) members of the MSOE community have been actively involved through the Office of Servant-Leadership in providing emergency food, clothing, and blankets to victims of Hurricane Katrina.

During our first week of classes, 94 volunteers bound, packed, and sent several hundred blankets, comforters, and infant sleep wear units to Gulfport, Mississippi in cooperation with John Weaver, United States Navy, MSOE Alumnus.

In cooperation with America's Second Harvest – Wisconsin (a charitable outreach of Rotary International), MSOE has launched a “culturally sensitive” food drive to provide both “nutrition that nurtures.” The Office of Servant-Leadership has distributed over one hundred (100) boxes to be filled with non-perishable items. Our target date for completion of this first stage of collection is Friday, 16 September.

In cooperation with the Athletics Department and the kind cooperation of Marian College and Edgewater College, this weekend's triangle volleyball tournament will include a food drive (contribution of a non-perishable item to MSOE Cares!! will be accepted in lieu of admission price to the tournament).

The MSOE Men's Hockey Team is working with the Office of Servant-Leadership on a similar exhibition event.

With the kind cooperation of the Vice President of Development, the Office of Servant-Leadership is collecting relief funds for distribution to evacuees.

The Architectural Engineering/Construction Management Department and the Office of Servant-Leadership are working with Habitat for Humanity to create opportunities for MSOE students,

## Learning the Hard Way Again – MSOE CARES! A Concert of Hope

On Saturday, 22 October, the Office of Servant-Leadership sponsored a benefit concert for the victims of the earthquake in Pakistan. Following is the Marketing Departments Press Release:

**MSOE hosts benefit concert for Pakistan**

**South Asia musicians and diversity of students work together to offer hope to those affected by Pakistan earthquake**

**Time:** 7:30 p.m.

**Date:** Saturday, Oct. 22, 2005

**Location:** MSOE's Todd Wehr Auditorium, 1047 N. Broadway (at Highland)

**Parking:** Free, MSOE lot at Broadway and Highland

**Admission donation:** \$8 per person

MSOE is organizing and hosting a concert to benefit victims of the recent earthquake in Pakistan, featuring Midwestern-based, seven-piece outfit, Eastern Passions. The band comprises artists (including one MSOE professor) who are originally from Pakistan, United States and India and play rich songs evoking life in South Asia, sung in Urdu, Punjabi, Hindi and Siraiki. The group has a devoted following throughout the Midwest.

Rounding out the program will be musicians from MSOE's student body including the MSOE Symphony Orchestra, String Quartet and The Sound Engineers pep band.

The benefit concert for Pakistan has received the endorsement and support of Dr. Karamad, Ambassador, Embassy of the Islamic Republic of Pakistan and to the Consul General in Chicago. The concert is sponsored by MSOE's Office of Servant-Leadership.

Outcomes: In twelve (12) days, twenty-two (22) student Servant-Leaders organized, publicized, and accomplished one of the most remarkable concerts ever held at MSOE. The Consul General of the Islamic Republic of Pakistan, Dr. Amed, drove from Chicago to attend the event. Two (2) television stations carried the event. Over \$3,000 was raised for victims of the earthquake.

## First Wisconsin Servant-Leadership Conference

One hundred and sixty (160) registered participants concluded the first Wisconsin Servant-Leadership Conference on 18 September in La Crosse. The Mississippi Valley frontier of the state was chosen as the site for our initial event as a large number of potential conferees from Minnesota indicated interest in attending earlier this year. (Note: the actual number of participants exceeded 160 but in deference to the La Crosse Fire Marshall the official number is 160).

MSOE was scheduled to give a plenary presentation. We chose the topic: "Servant-Leadership at Milwaukee School of Engineering - Strange Bedfellows or Natural Synthesis?" The visual/spoken presentation was evidently well received as we were asked to present an "encore" as a plenary session in the afternoon in place of a scheduled "open discussion."

In the "Concluding Thoughts" session at the end of the day a number of very kind and supportive comments were offered regarding the progress of our Servant-Leadership program at MSOE. One participant used the "open microphone" time to suggest that MSOE should be emphasizing our "unique synthesis of engineering and true humanity" as part of our marketing strategy.

Two extended contacts: We have been asked to return to La Crosse to speak at Western Wisconsin Technical College's "College Day" and to speak at Winona State University

The conferees (including the Minnesotans) agreed that the next Wisconsin Servant-Leadership Conference will be held at MSOE.

## Engaging the Soul: First campus Convocation Service

On Sunday, 04 September, Archbishop Timothy Dolan presided at MSOE's first Convocation Service held in the Todd Wehr Auditorium. Over 150 students, staff, and faculty attended this historic event. During his homily Archbishop Dolan commented upon the uniqueness of MSOE and the remarkable synthesis between world-class technical education and commitment to personal growth and community service found on our campus. This event was covered by three (3) local broadcast media outlets.

## Engaging the Soul: Worldwide Day of Prayer

Fifty-one MSOE students and staff participated in the ecumenical Worldwide Day of Prayer at 7:00 AM on September 21. As part of the growing international "meet at the pole" phenomenon, the group met at the MSOE flag poles and new fountain on the corner of State Street and Milwaukee Avenue to pray for the nation, our leaders, and the university. The Chair of Servant-Leadership gave a brief devotional talk on the importance of remembering one another in intercession.

## Student Engagement: Freshmen Orientation

For the first time, the Office of Servant-Leadership had the opportunity on 03 September to address all in-coming MSOE freshmen on the importance of integrity, community spirit, and service. Later in the day the Chair had the privilege of meeting with 220 freshmen in groups of ten (10) to discuss specific opportunities for outreach, community service, and personal growth during their four years at MSOE.

Outcome: Over 200 Freshmen MSOE have signed-up for Servant-Leadership projects.

## Student Engagement: International Student Orientation

On 31 August the Office of Servant-Leadership had the honor of addressing all in-coming international students. The importance of global awareness and the contributions made by international students as well as the assistance available from our Office were emphasized.

Outcome: Twelve (12) of our new international students have sought counsel or assistance from the Office of Servant-Leadership since the beginning of the Quarter.

## Student Engagement: Residence Assistants Training

On 22 August the Office of Servant-Leadership conducted a two-hour seminar on teamwork, conflict resolution, integrity, character building, and other themes of Servant-Leadership for the Residence Hall Assistants.

Outcome: Resident Hall Assistants continue to seek out information and counsel from the Office of Servant-Leadership.

## Accountability: Freshmen Survey Benchmarks

As part of our commitment to verify and validate the work of the Office of Servant-Leadership, a comprehensive survey of Freshmen opinions and attitudes was conducted during the second week of classes.

For the purposes of establishing benchmarks for objective, quantitative analysis, the Pieper Family Endowed Chair for Servant-Leadership defines this complicated construct as follows:

**Leadership:** We believe that leadership is exemplifying the qualities of moral character that enables one to inspire and improve others. Furthermore, we believe that leadership is not a position, but a process.

**Servant-Leadership:** We believe that Servant-Leadership means leadership whose primary purpose is to serve others by investing in their development and well-being while jointly accomplishing tasks and goals that facilitate the common good.

Therefore, we believe that leadership begins from within the individual person. It is character in action. Servant-Leaders have a fundamental commitment to serving others with integrity and humility while encouraging excellence and growth in those whom they lead. They are leaders of vision that pursue their vision from a foundation of humility, empathy, compassion, and the highest standards of ethical behavior.

**Planting Servant-Leadership:** We believe that Servant-Leadership is best taught by example. We agree with Stephen Covey: “If you really want to get servant-leadership, then you’ve got to have institutionalization of the principles at the organizational level and foster trust through individual character and competence at the personal level. Once you have trust, then you lead people by coaching, empowerment, persuasion, example, and modeling. That is servant-leadership.”

Results and analysis will be forthcoming.

## Student Engagement: Constitution Week

Fulfilling the Federal Government’s mandate to celebrate the United States Constitution, the Office of Servant-Leadership organized a series of “without the Constitution...” events and outreaches during the week of 19-23 September.

The themes included:

### ***Without the United States Constitution...***

*Most of the music you listen to could be declared illegal (1st Amendment)*

*Your clubs or organizations could be denied the right to meet (1st Amendment)*

*Your church, temple, or mosque could be closed (1st Amendment)*

*Hunting could be made illegal (2nd Amendment)*

*African-Americans could still be enslaved (13th Amendment)*

*You could be discriminated against on the basis of your gender, race, ethnic background, native language, or disability (14th Amendment)*

*Women could not vote (19th Amendment)*

Departments and Student Organizations Participating in these events:

- Office of Student Activities – Major supporter of all Constitution Week activities
- Women’s Connection

- Catholic Students Association
- College Republicans
- InterVarsity Christian Fellowship
- Liberal Students Organization
- MAGE
- MSOE Symphony Orchestra
- Muslim Student Association
- National Society of Black Engineers
- Rejoyce in Jesus Campus Fellowship
- Society of Hispanic Professional Engineers
- SAGA
- Student Government Association
- Student Nurses Association

## Student Engagement: Internships and Practica

MSOE's Office of Servant-Leadership, as the first endowed Chair in Servant-Leadership, been asked to supervised internships and practica for both MSOE students and graduate students from other Wisconsin universities. As our time and resources are limited, the Office is currently supervising two (2) MSOE internships and one practicum for Marquette University. We have received requests from Concordia University, Carthage College, and the University of Wisconsin-Milwaukee that may be honored as time allows.

## Student Engagement: Freshmen and Senior Cadres

The Office of Servant-Leadership has established two cadres of students specifically focused on Servant-Leadership principles. Each group of twelve students (twelve freshmen and twelve seniors) are challenged to read materials on Servant-Leadership provided by the Office, study the application of these principles, discuss applications amongst themselves and with the Chair, then actively implement these concepts in their daily lives.

## Student Engagement and Community Outreach: Student Leadership Conference

On Friday, 21 October, the Chair was the keynote speaker for the MUCOU Student Leadership Conference held at MSOE. Approximately 90 student leaders from area colleges and universities attended two plenary sessions. The Chair also led two "break-out" sessions on economic and social ethical issues. The plenary addresses focused on the R.E.A.L. concepts (Respect, Experience, Act and Lead) and emphasized the role of ethics in decision-making.

Outcomes: The Chair has been invited to speak at other area colleges and universities by those attending the Conference.

## Community Outreach: Big Brothers and Big Sisters of Great Milwaukee

MSOE students, faculty, and staff participated in the "Make a Difference in a Day" Program for Big Brothers and Big Sisters of Greater Milwaukee during July and August. This program, designed to provide some role modeling for the 150 boys in the BB/BSGM still without "big

brothers” connects willing volunteers with young men in high risk situations for four one-day events.

### Community Outreach: Cooperation with the Robert K. Greenleaf Center for Servant-Leadership

During the third week of July, the Office of Servant-Leadership had the honor of hosting Dr. Larry Spears, Executive Director of the Robert K. Greenleaf Center for Servant-Leadership. Dr. Spears was highly complimentary of our program and gave strong assurances of the support and continued cooperation between the Greenleaf Center and MSOE.

### Community Outreach: The Wisconsin Foundation for Independent Colleges, Incorporated

On 04 August the Chair participated in a meeting of the Wisconsin Foundation for Independent Colleges focused upon funding for programs and projects that encourage diversity on university campuses. The Office of Servant-Leadership at MSOE has been asked to serve as a cultural consultant in this on-going WFIC discussion.

### Community Outreach: Cooperation with Discovery World

On 24 August, the Chair accompanied several MSOE Department Chairs and representatives from Student Support Services to a meeting with the Executive Director of the new Discovery World/Pier Wisconsin facility currently under construction on the Milwaukee lake front. A series of joint activities, projects, and volunteer opportunities were discussed. Firm plans are now underway to draw MSOE students into the tremendous opportunities made possible by this new addition to Milwaukee’s educational infrastructure.

### Community Outreach: Hispanic Professional Association of Milwaukee

On 26 August, the Chair participated in the Annual Awards luncheon of the Hispanic Professional Association of Milwaukee. The Office of Servant-Leadership is working with the growing Latino/Latina community of Wisconsin on several fronts to emphasize the importance of higher education – especially engineering and nursing education – to the future of this vital segment of America’s changing demographics.

## **Curriculum and Faculty**

## **Development**

### Curriculum and Faculty Development: Faculty In-Service

On 01 September the Office of Servant-Leadership conducted a one-hour seminar on the application of Servant-Leadership principles to the MSOE classroom as part of the annual Faculty In-Service.

Outcomes: Several faculty members have approached the Office of Servant-Leadership regarding on-going training in the principles discussed in the Seminar.

## Curriculum and Faculty Development: Curriculum Integration

The Office of Servant-Leadership is working with several academic departments on methods of integrating the principles of Servant-Leadership within existing curriculum. We have met with the Departments of Nursing, Electrical Engineering/Computer Engineering, General Studies, Computer Science, and Architectural Engineering/Construction Management on methods and practices for incorporating Servant-Leadership principles into practical, everyday “teaching moments” in our curriculum.

The Office of Servant-Leadership is developing a one (1) credit course for the Electrical Engineering/Computer Engineering Department in *Teamwork and Servant-Leadership*.

## Staff Support: Regent’s Golf Tournament, 22 August

The Chair participated in the Regent’s Golf Tournament at Merrill Hills Country Club on 22 August by presenting the “auction” item donated to the Regent’s annual event through Servant-Leadership – an eight-day trip to Ireland.

The Chair also arranged for a one-week trip to Puerto Vallarta, Mexico for the “silent auction.” The total raised on donated items from the Office of Servant-Leadership was \$4,750.

## Health, Development, and Wellness – Serving Others is Good for Your Health

As part of the university’s commitment to Health, Development, and Wellness, the Office of Servant-Leadership conducted a fifty-minute presentation for students and staff on “How Serving Others is Good for Your Health” on 07 October.

Outcomes: Response to the seminar was very positive and several students have contacted the Office for more information.

### Speaking and presenting

On 30 October the Chair gave a presentation for a WAICU/University of Wisconsin combined conference entitled:

#### **The Global Education Challenge 2005:**

*Problems without Passports, Blueprints without Borders*

*Title of Session: An Imperative for the Globalization of Engineering Education*

**Brief Description:** Globalization in many cases means approaching problems posed in an unstructured format. The presenter (the Pieper Family Endowed Chair for Servant-Leadership) will discuss the difficulties students have seen in the past and the changes being implemented at the Milwaukee School of Engineering to address this new way of looking at problems.

**Goal:** The goal of our initiative is to improve the unstructured problem solving skills of our graduates, and thereby, improve their ability to function in the new global environment. While over 10 percent of our students study abroad (mainly in our German program), we have found that virtually all our students are ill prepared for the global marketplace. Through discussions with colleagues at other institutions, we have found this is general the case for engineering programs.

On 15 November the Chair gave the same presentation for the International Association for Engineering Education in Atlanta, Georgia. This meeting, representing fifty-seven (57) universities and dozens of international corporations, focused on solving the problem of educating young Americans for an increasingly globalized world. The Chair centered his remarks on ethical decision-making and Servant-Leadership in creating the next generation of world leaders.

Outcomes: The Chair has been invited to give presentations at Purdue University, Auburn University, Bucknell University, Rose-Hulman Institute of Technology, and the Technical University of Kaiserslautern, Germany.

Please see graphics following -





Poster produced and distributed by MSOE Servant Leaders during the 11 days of preparation for the Concert of Hope



The Chair with Consul General Aitzaz Ahmed and representatives of the Pakistani community at A Concert of Hope