



Executive Summary

The Pieper Family Endowed Chair for Servant-Leadership Annual Report 2005

Milwaukee, Wisconsin –from December, 2005: In 2005 the Sue and Dick Pieper Foundation made it possible for Milwaukee School of Engineering to begin a bold experiment in 21st century education by establishing the world's first Endowed Chair in Servant-Leadership. We began our work this year with the understanding that there are no books, manuals, examples, or precedents as we were pioneering the concept of Servant-Leadership as a university Chair. The construct for the Chair entails a ½ time teaching load on the university faculty and a ½ staff commitment to the Office for Servant-Leadership under the direct supervision of the Vice Presidents for Student Life (staff) and Academics (faculty).

As a pioneer endeavor the definitions we developed and the parameters that we set are essential to understanding our first year of operation: “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.”

Tragically, we were afforded our first opportunity to “teach by example” before the formal opening of the Office for Servant-Leadership when the cataclysmic tsunami struck south Asia. According to the Government of Sri Lanka, MSOE was the first university in the United States to respond to the crisis in our “MSOE Cares!” outreach. Eighty-four (84) students gathered within days of the disaster packing, sewing, and bundling cartons of blankets for the dispossessed in coastal Sri Lanka. All four (4) television network stations in greater Milwaukee carried the story. Most markedly, twenty-nine (29) very diverse campus student organizations drew together under the aegis of the Office for Servant-Leadership to continue relief efforts in food drives, fund raising, and other support efforts throughout the late winter.

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 in September, ninety-four (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 launched a “culturally sensitive” food drive to provide both “nutrition that nurtures” (kosher food for the displaced New Orleans Jewish community; halal food for the Muslims; and “enjoyable and normal” food for the African-American community). The Office of Servant-Leadership gathered and distributed 1 ½ tons of non-perishable items in a two week period. In cooperation with the Athletics Department and the kind cooperation of Marian College and Edgewater College, a triangle volleyball tournament included a food drive (contribution of a non-perishable item to MSOE Cares!! were accepted in lieu of admission price to the tournament). The Architectural Engineering/Construction Management Department and the Office of Servant-Leadership worked with Habitat for Humanity to create opportunities for MSOE students to build temporary housing components in Milwaukee for shipment to the Gulf Coast. In December the Office for Servant-Leadership sent a team of MSOE students to Louisiana over the Christmas break to assist with deconstruction of condemned properties and general clean-up.

On Saturday, 22 October, the Office of Servant-Leadership sponsored a benefit concert for the victims of the earthquake in Pakistan. 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. Ahmed, drove from Chicago to attend the event. Two (2) television stations carried the event. Over \$3,000 was raised for victims of the earthquake.

Our year, however, was not all about disasters and disaster relief, this year the Chair spoke for the first Wisconsin Servant-Leadership Conference held in LaCrosse and was the keynote for the Southeast Wisconsin Student Leadership Conference. At this event the Chair had the privilege of addressing approximately ninety (90) student leaders from area colleges and universities in two plenary sessions and smaller groups two “break out” session.

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.

On 15 November the Chair gave a 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.

The Chair began working with several academic departments on curriculum review and developed, wrote, and published materials for the Electrical Engineering, Computer Engineering, and Software Engineering Programs on the role of Servant-Leadership in the Senior Design process. Several sessions were held with seniors working through the challenges of “high pressure” teamwork in Senior Design. Out of these sessions has come a request from the Software Engineering Program to develop two (2) one-unit classes to be taught alongside Senior Design in teamwork, leadership, compassionate decision-making, and listening.

This year the Chair launched cooperative community service programs with a number of local organizations including Big Brothers/Big Sisters of Greater Milwaukee, the Hispanic Professional Association of Greater Milwaukee, Wisconsin First Harvest, Nativity Jesuit Middle School, and the Girl Scouts.

Attention has been given to “developing the spiritual life” of our students with MSOE’s first Convocation service presided over by Archbishop Timothy Dolan and the creation of new student groups and new avenues for exploring and enhancing the “inner life” of our campus community.

Several other initiatives in faculty engagement, staff support, and “training in action” have begun that we hope will bear fruit in 2006.

This year we began collecting and creating data resources for comprehensive Benchmark Assessment of our progress in the Office for Servant-Leadership.

Respectfully submitted,

Dr. Samuel P. Scheibler
Pieper Family Endowed Chair for Servant-Leadership
For December, 2005