



Suzanne
and Richard
Pieper
Family
Foundation:
Annual
Report

2014

Submitted By:

DeAnna L. Leitzke, P.E.

Suzanne and Richard Pieper Family Foundation
Endowed Chair for Servant-Leadership

Milwaukee School of Engineering

Date Submitted:

December, 29 2014



Table of Contents

Table of Contents.....	1
A Year of Transition.....	3
Outcomes 3 & 4: Outcomes Measures Compared to Demographic Norms.....	3
Change in Research Focus.....	Error! Bookmark not defined.
Mary Tarling’s Doctoral Research.....	4
Outcome 5: A Breakthrough Venture that Promises a New Beginning in Acts of Goodness.....	5
Outcome 6: An Excellent Year in Carrying Out the Elements of the Mission of the Chair	7
Areas of Focus	7
Collaboration with Classroom Instruction	8
Brady Foundation Partnership with MSOE.....	10
Building Community within MSOE.....	12
Serving the Greater Milwaukee Area.....	15
Domestic Initiatives.....	20
International Initiatives.....	22
Conferences (Presentations and Offices Held)	28
Miscellaneous	28
Outcome 7: A Servant Leader that Leads at an Element or Segment of Our World	29
Looking Ahead.....	32
Appendix A: Mary Tarling’s Doctoral Research: <i>Descriptive Statistics for Survey Data Collected</i>	33
Appendix B: Dr. David Howell’s CV	34

Table of Figures

Figure 1: Percentage of Students and Alumni Engaged in Community Service and Servant-Leadership	4
Figure 2: New Servant-Leadership at MSOE Logo	6
Figure 3: Students at the Empty Bowl Event Wearing Servant-Leadership Shirts.....	6
Figure 4: New Servant-Leadership at MSOE Sticker on a Laptop	6
Figure 5: Open Source Ecology Presentation.....	12
Figure 6: Smoothie Sampling on Campus	13
Figure 7: Stress Relief Animal Clinic.....	13
Figure 8: MSOE Students with LeVar Burton at A Novel Event for SHARP' Literacy	14
Figure 9: MSOE's 2014 Kente Ceremony	14
Figure 10: MSOE Students Serving a Meal at Ronald McDonald House of Milwaukee.....	15
Figure 11: A Thoughtful Thank You from Our Next Generation	16
Figure 12: Blue Lotus Farm and Retreat Spring Clean-Up 2014	16
Figure 13: Three of our Students Washing Bowls at Empty Bowls 2014.....	17
Figure 14: Schematic Drawing of Kayla's Krew Playground.....	18
Figure 15: Design Day for Kayla's Krew.....	18
Figure 16: An MSOE Student Volunteer at this Year's BBBS Fall Celebration Event	19
Figure 17: Habitat for Humanity North Carolina	20
Figure 18: Habitat for Humanity Tennessee	20
Figure 19: Habitat for Humanity Alabama	21
Figure 20: Kamille Villegas (sophomore, NU) poses with Panamanian children who visited the Global Brigades-MSOE clinic in Quebrada Honda.....	22
Figure 21: MSOE Team in St. Thomas, Jamaica during their First Trip	23
Figure 22: MSOE Student Sharing a Quiet Moment with a Local Child during Second Trip.....	23
Figure 23: MSOE Student Larissa Bogle-Boesiger (left) and Professor Todd Davis Meet with Chitom School Director and Community Leaders	24
Figure 24: Completed Computer Lab in Bafut Cameroon, Africa	25
Figure 25: MSOE Student Thomas Martin (far right) and Local Organizers Survey for a Pipeline that will Bring Clean Water from a Mountain Spring to Homes in the Area	26
Figure 26: MSOE student Riley Padron Conducts Soil Strength Tests in the Banana Plantation on the South Side of the Rio Arco at Salitre.....	27
Figure 27: Dr. Howell with Two Students (Markita and Stephanie) who Sold Shirts to Raise Money for Cancer Research in his Project Management Class (2012).....	30
Figure 28: Dr. Howell and Brett Kash in India (2012).....	31
Figure 29: Dr. Howell with Students at the World Affairs Seminar (2013).....	31
Figure 30: Data Provided by Mary Tarling	33

A Year of Transition

In January of 2014, Dr. David Howell concluded his nearly six-year term as the Suzanne and Richard Pieper Family Foundation Endowed Chair for Servant-Leadership at Milwaukee School of Engineering. His leadership in this position has strengthened the Department of Servant-Leadership at MSOE to become an integral part of the institution. Many of the initiatives included in this report continue on as a result of his service. Dr. Howell has returned to a full-time teaching position within the General Studies Department at MSOE and continues to serve our students using the servant-leadership philosophy.

As the new Chair of Servant-Leadership at MSOE, I realize that I have big shoes to fill and look forward to the challenge. Since accepting this position in January of this year, the institution has seen a plethora of organizational changes. I now report directly to the Dr. Tim Valley, the Vice President of Enrollment and Dean of Students. Additionally, during my first four months as Chair, I continued to teach full-time in the Civil and Architectural Engineering and Construction Management Department. I am thankful that as an institution we have settled into our new organizational structure and that since September I have started teaching part-time which has given me more time to serve as Chair of Servant-Leadership. This report is a reflection of my desire to continue the efforts that Dr. Howell developed while shaping the department to fit the new organizational structure of the institution. It has been a wonderful year of growth for both me and the Office of Servant-Leadership at MSOE.

Outcomes 3 & 4: Outcomes Measures Compared to Demographic Norms

My transition from a faculty member to the Chair of Servant-Leadership has been a great learning experience for me. I made the decision early on to first focus on serving our students' and community partners' needs. Then, once settled, I planned to focus on the research component of my new role. I made this decision because the first of these responsibilities is natural for me as an extension to my role as a professor in the CAECM Department that implemented servant-leadership theory into my classroom. The second of these responsibilities is not a specialty of mine since my area of expertise is in architectural engineering and construction management. However, I look forward to challenging myself in this area as I grow in my role as Chair.

Since I am not trained in conducting ethnographic research, I do not plan to continue this research method as Chair. Instead, I plan to continue to track the percentage of students and alumni engaged in servant leadership and community service. After analyzing the results of our 2012-2013 Alumni Survey, the institution's Committee on Academic Assessment made the decision to redesign the survey in an effort to increase the response rate. As a result of this decision, the Alumni Survey was not administered during the 2013-2014 academic year. The revised Alumni Survey is scheduled to be administered in April of 2015. For similar reasons, the student survey the Dr. Howell used to gather data for this report was also suspended for redesign and will be administered next in 2015. Therefore, I will include the results of these two surveys in next year's report.

Although I intend to continue this longitudinal research to track the number of students and alumni engaged in community service and servant-leadership at MSOE, I would also like to develop a tool to better measure the effectiveness of my focus as Chair of Servant-Leadership. Since servant-leadership

begins with one's desire to serve, I see value in tracking the percentage of students and alumni engaged in community service. However, there are many facets of the institution that focus on volunteerism. Therefore, I do not feel that this data is the best measure of the effectiveness of the Department of Servant-Leadership at MSOE. Instead, I prefer to focus on leadership and providing students the opportunity to lead projects using the servant-leadership philosophy. Therefore, I would like to develop a way to measure my effectiveness in this area. In 2015, I plan to incorporate the survey that was developed by Greg Harrington, Chair of Servant-Leadership at University of Wisconsin. I still need to determine the best sample of students to survey using this tool, but hope to get input from the other Chairs to develop a methodology that is consistent in its assessment of students. I look forward to fine-tuning this proposal and sharing this research with you next year. The following chart represents the longitudinal data that I will continue to collect in 2015:

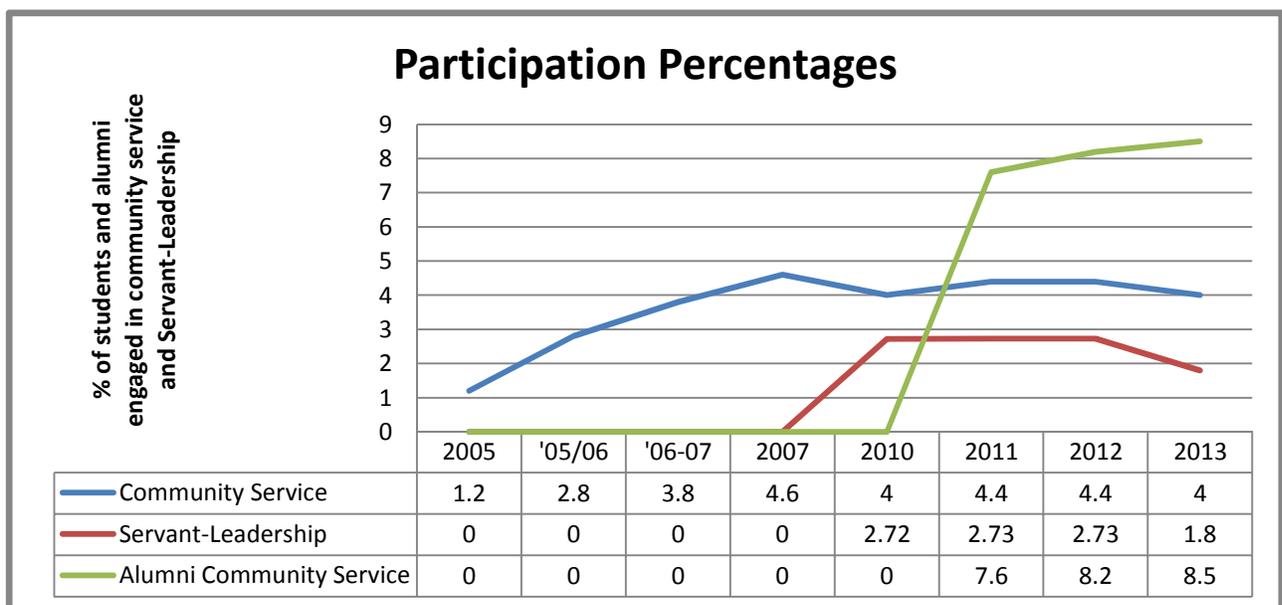


Figure 1: Percentage of Students and Alumni Engaged in Community Service and Servant-Leadership

Mary Tarling's Doctoral Research¹

Mary Tarling, Director of Servant-Leadership at Aurora University and a PhD student at Cardinal Stritch University, contacted Dr. Howell last year about MSOE participating in research related to her doctoral work. Dr. Howell and Ms. Tarling worked with of Institutional Research Board to get approval to survey MSOE students. A total of 156 MSOE students completed the survey along with 335 students from Lawrence University and Ripon College. Ms. Tarling's research was intended to determine if there was a link between the demonstration of servant-leadership and intellectual development. Our students at MSOE scored similarly to the other two institutions surveyed. Although this research did not seem to evaluate the effectiveness of the Department of Servant-Leadership at MSOE, I have included it for good measure. A table of research results is included in *Appendix A* of this report.

¹ Mary Tarling, "Investigating the Relationship between the Demonstration of Servant Leadership and Intellectual Development" (PhD diss., Cardinal Stritch University, 2014).

Outcome 5: A Breakthrough Venture that Promises a New Beginning in Acts of Goodness

There have been so many new and exciting endeavors started this year. Although, if I need to pick one to highlight in this area, it would be the ‘branding’ of Servant-Leadership at MSOE. After studying the results of Dr. Howell’s research last year, I wondered why the data showed a dip in student engagement of servant-leadership activities. I started to meet with informal focus groups around campus to find out why. What I found out was that many students had actually been involved in servant-leadership activities without realizing it. For the most part, only the students that worked directly with Dr. Howell made the connection between the activity they were attending and the Office of Servant-Leadership. It became clear to me students would be more likely to make the connection to what they were learning about servant-leadership and the activities that were being offer through our department if we created a recognizable brand. I believe that if students are able to recognize events as being sponsored by the Office of Servant-Leadership and being led by their peers that more students interested in servant-leadership will attend and the focus of the event will include discussions about this leadership philosophy. Therefore, instead of students spending four hours volunteering their time to a good cause, they will both volunteer their time and seek out the student leaders and learn from them what it means to be a servant leader. I believe that making this connection is critical to the growth of servant-leadership at MSOE.

The first step to increasing awareness of servant-leadership on campus was redesigning our webpage. We added a section of ‘past projects’ to help students better understand the work that we do. This was the result of a recommendation from a student who was somewhat shy and did not feel very comfortable approaching me to learn about servant-leadership. Instead, her first instinct was to learn about past projects by searching the internet. When she became frustrated with the lack of information available to her, she finally made an appointment to see me. She said that she wanted to get involved with servant-leadership, but she was not the kind of leader that wanted to be ‘in front’ of other students. When she mentioned that she found it very difficult to learn about Servant-Leadership at MSOE from the website, I asked her if she would like to take the lead in re-designing it. She loved the idea and has been helping me ever since. I consider her to be an ‘intern’ and have watched her grow more comfortable in her leadership role. In fact, at our last informational meeting, I asked her to speak about her experience with servant-leadership and she agreed – this was wonderful! The new website is great and gives viewers a better understanding of our role on campus. It also helps students like this intern find out how they can get involved.

Over the summer I worked with Marketing and Public Relations to create a logo that is now recognizable around campus. Shirts were made with the tag line: Lead. Learn. Grow. – these shirts are worn by the students involved in servant-leadership activities to help get people talking about what we do. When I present to various classes and organizations, I bring some stickers with the same logo and tag line to hand out. This logo is now seen all over campus and has increased the awareness of servant-leadership at our institution. I enjoy it when a student stops by to see me without an appointment and shares that they saw a servant-leadership sticker on their classmate’s laptop and asked them what it was – that led to a conversation and ultimately a student stopping by to share an idea with me or to ask how they

could learn more about servant-leadership. My goal was to get people all over campus talking about servant-leadership and it worked!



Figure 2: New Servant-Leadership at MSOE Logo



Figure 3: Students at the Empty Bowl Event Wearing Servant-Leadership Shirts



Figure 4: New Servant-Leadership at MSOE Sticker on a Laptop

Additionally, we hosted the first quarterly Servant-Leadership informational meeting at the beginning of Winter Term. Over 50 students, faculty, and staff stopped by to hear students share the initiatives that they led last term and present the initiatives that were being led by students during the upcoming term. We plan to host a meeting like this at the beginning of each term to keep the campus informed. Finally, we started a Facebook Page because we heard that many students were unaware of Servant-Leadership events on campus and wanted an easy way to stay informed. This has been a huge success – we now have nearly 250 followers and posts are seen by hundreds of people! Maintaining the Facebook Page

has been the responsibility of yet another intern – coaching students to take the lead on projects like this has been invaluable to our growth on campus.

While this branding may not seem like a breakthrough venture at first, it has been instrumental in increasing the reach of the department. We are now working with groups on campus that we have never worked with who heard about us because of these efforts. Two examples of this are our English as a Second Language (ESL) Department and our Graduate and Professional Education (GPE) Department – the Directors of both these departments approached me after continually hearing about ‘servant-leadership’ and wanted to learn more about how their students could get involved. From those conversations, we are starting a tutoring program where students from ESL can practice their conversational English with traditional students – this initiative will be led by a student practicing the tenants of servant-leadership. I will encourage students to focus some of the discussions around servant-leadership theory. Additionally, I have met with the Director of the GPE Department to brainstorm ways to give graduate students an opportunity to practice the tenants of servant-leadership while applying what they are learning in the classroom to serve the community at-large. I am very excited about both of these new relationships and am hopeful that more will arise from this breakthrough venture on campus!

Outcome 6: An Excellent Year in Carrying Out the Elements of the Mission of the Chair

Areas of Focus

It has been a busy year for Servant-Leadership at MSOE! At the beginning of the year I decided to focus my efforts in seven distinct areas:

- Collaboration with Classroom Instruction
- Brady Foundation Collaboration
- Building Community within MSOE
- Serving the Greater Milwaukee Area
- Domestic Initiatives
- International Initiatives
- Conferences.

While there are some areas of overlap, I have categorized this year’s activities into these areas. Additionally, I have made an attempt to clarify the initiatives that were started during the tenure of Dr. Howell and have become sustainable with the commitment of our students. These initiatives were initially dependent on both the financial assistance from the endowment and coaching from the Chair of Servant-Leadership. However, they have become self-sustaining. This is the exact goal of the Chair of Servant-Leadership at MSOE. We want to coach students to become servant-leaders who then continue these various initiatives without our help. While all of the initiatives that we begin are initially dependent in both ways, within a year or two, most are self-sustaining and require very few resources

from our office. Instead, we help to keep the student body informed about the opportunities available to them and nurture the growth of new initiatives.

Collaboration with Classroom Instruction

Instructors who teach the courses below regularly contact me to be a guest lecturer in their classrooms. I enjoy these visits and find that it is a wonderful way to teach students about servant-leadership and spread the word about what we do on campus. Additionally, many of these instructors also contact me to help them find projects for students to lead during their courses that allow them to practice the tenants of servant-leadership that I teach during my guest lecture while they apply project management techniques.

Course Offered at MSOE with Learning Objectives tied to Servant-Leadership Theory

HU-494, Creative Thinking - The subject seeks a deeper understanding of the creative process by examining the nature of creativity and various competing and complimentary theories which seek to explain the nature of creativity and its origins. The course provides instruction beyond the scientific method and traditional problem solving, aiming for greater fluency in generating ideas, increased sensitivity to problems, greater intellectual flexibility, and the gaining of a broader range of new insights through an enhanced “openness to experience.”

IE-340, Project Management - This course enables students to gain an understanding of the mechanics of guiding an engineering project from the initiation phase through project implementation and, finally, termination. The class focuses on the application of project management tools to engineering oriented projects, including the role of technology and the balance between cost, schedule and technical performance.

IE-440, Team Leadership/Facilitation - This course examines the role of the industrial engineer as a team leader and facilitator. Identification of personal strengths and weaknesses with respect to leadership is addressed. The students develop skill through leadership and facilitation opportunities as presented in class and during class projects.

MB-6900, Project Management for Leading Change - This course presents the knowledge and skills required to formulate and lead high-performing teams and manage successful projects. Through authentic project leadership experiences, students plan and execute a project. They also apply project management knowledge to diagnose project team problems and suggest actions to improve team performance and the likelihood of project success. The course emphasizes project methods and tools as well as leading people in project teams.

MG- 765, Leading Project Teams - This course examines the techniques of studying, analyzing, improving, managing and leading the growth, productivity and development of individual and group competencies to enhance project performance. It includes the processes required to make the most effective use of the people involved with the project. The importance of involving team members in the linking and overlapping of process groups in various project phases is emphasized. This course helps managers deal with value dilemmas, conflict, resistance to change and project team-development skills.

MS-3411, Leading Project Teams - Techniques of studying, analyzing, improving, managing and leading the growth, productivity and development of individual and group competencies to enhance project performance are explained and practiced in this course. The course includes the processes required to make the most effective use of the people involved with the project. The importance of involving team members in the linking and overlapping of process groups in various project phases is emphasized. This course helps managers deal with value dilemmas, conflict, resistance to change and project team-building skills

NU-102, Orientation to Nursing - This course provides an overview of the MSOE environment and academic support services for the first-year nursing students. Course content includes development of academic, personal, and interpersonal skills that will help the student succeed in college and develop a sense of campus involvement. Practice and feedback are given to enhance skills in oral presentation, written expression, classroom discussion, and group participation.

OR-2000, Leadership and Teamwork - This course is designed to give students a good working knowledge of multiple aspects of managerial processes such as motivation and communication patterns, group processes, leadership approaches, use of power, development of trust, effective group facilitation, negotiation and persuasion, conflict resolution, effective change, and ethics. Current trends and issues such as globalization and diversity are emphasized throughout the course. Emphasis is given not only to the theoretical context, but the practical consequences of leadership and teamwork with special emphasis placed upon Servant-Leadership.

OR-3000, Applied Servant-Leadership - This course is designed to give students a comprehensive knowledge of the nature, styles, and skills of Servant-Leadership, utilizing historic and contemporary models and emphasizing the moral roots of responsible leadership. Students participate in a field experience in the greater Milwaukee community, combined with reflection and discussion in small groups on local, regional, national, and global issues in Servant-Leadership. Current trends and challenges in diversity and social and civic awareness are emphasized throughout the course. Special focus is given to the practical consequences of Servant-Leadership and teamwork with special prominence placed upon consensus building, teamwork, conflict resolution, empathic listening, and positive change.

Brady Foundation Partnership with MSOE

From 2011 to 2014, the Office of Servant-Leadership at the Milwaukee School of Engineering received a grant from the Brady Foundation that enabled the Chairs for Servant-Leadership to coordinate servant-leadership projects for hundreds of students taking Project Management courses. As a result, the students were able to apply Project Management theory in real-world situations that benefited over 30 community partners throughout the Greater Milwaukee Area. The students strengthened their listening and empathy skills, qualities that are at the core of both project management and servant-leadership theory. The end result was heightened cultural equality: by actively working with those who have different cultural representations, students were able to listen to, and thus empathize with, those they were serving. The status, rights, and opportunities of the college students were thus taken into consideration when compared with the inner-city neighbors they lead and served. The following is a list of the 2014 Brady projects:

YMCA Sponsor-A-Scholar Program - The Sponsor-A-Scholar Program at MSOE needed laptops and computer software for their tutoring program. Students in this project management course assessed their needs and found donors to supply several laptops to better serve these students. Additionally, they coordinated with Computer Software students to install the necessary software and a newly purchased printer.

All Peoples Church - This project focused on the renovation of some of their classrooms. These rooms provide the church with spaces for tutoring, dance classes, meetings, and act as the hub for their indoor gardening program. The goal of the project was to repair damages and renovate the rooms for these multipurpose initiatives. Students worked with the church leaders to develop designs based on their programming needs and then found local companies to donate their time and materials to complete the renovations.

Repairers of the Breach / Medical Services Clinic - This is a daytime shelter and resource for the homeless. The medical clinic offers health services for the homeless provided by volunteer medical professionals as well as medical and nursing student interns. This new clinic was designed in part by an MSOE Industrial Engineering graduate and has seen significant growth since opening. The clinic needed additional storage for donated medical supplies. Students in the project management class led this initiative to allow volunteers to better serve their clients.

Safe Babies Healthy Families - The goal of this organization is breaking the cycle of child abuse, neglect and poverty. The organization requested IT support to increase their financial base of support with easy to use mobile and social media tools. Our students found a way to leverage the skill set of our Computer Software Engineering students to meet this need.

Unity in Motion - Unity in Motion partners with Milwaukee schools and provides services to over 200 school age children annually. The programs are offered at no cost to participants who perform community service. This organization needed help with a computer lab that is located at All People's Church. They wanted to set up more computers, make the configuration wireless, and update the whole

system. Our project management students met their needs through innovated use of their existing components and donations.

Dominican Center for Women - This organization's purpose is to maintain and enhance a beautiful, stable, healthy and safe neighborhood consisting of community-minded residents striving to be meaningfully educated and employed. They asked our project management students to review and recommend improvements to the telecommunications within the building. These improvements benefited employees of the center and those in the community that they serve.

Center for Communication, Hearing, and Deafness - This non-profit's purpose is to help infants, children, and adults reach their full potential by eliminating communication and language barriers. They needed a comprehensive plan to remodel the primary public spaces at the West Allis facility. They wanted to remodel the lobby, waiting area and boardroom, update internet infrastructure, and enhance accessibility for visitors and clients with disabilities.

Our Next Generation – Our Next Generation focuses on helping inner city children develop essential academic, interpersonal and life skills. They have a food pantry that is used to serve a nightly meal to about 100 youth. They needed to have the pantry redesigned to allow enough food and equipment storage space. They also needed an inventory to make more efficient use of in-stock food. Our students worked to meet these needs which ultimately allowed the organization to better serve these children in need.

Next Door Foundation - Next Door Foundation provides comprehensive early childhood education to children in Milwaukee's central city. Next Door Foundation believes that storytelling and fantasy play can significantly impact a child's academic and social growth. The goal of this project was to help close the gap that separates poor children from their middle class peers. They wanted the children they serve to start elementary school ready to learn and needed a high quality, usable space to provide wonderful, creative experiences for the children they serve to play, imagine and learn. The project management students were able to provide Next Door Foundation with the plans they needed to get this project started.

Sharp Literacy - SHARP Literacy hoped to engage project management students during the spring semester to build and program the 3D model that was previously designed by MSOE students to compliment SHARP's 11th *We Love to Learn* book. The weather cube will serve 1,500 second grade students attending Milwaukee schools. These students will all benefit greatly from the innovative project to learn about fresh water resources and how weather patterns affect life. The project management students were able to construct the weather cube and deliver it to SHARP Literacy ready to be programmed. This programming will likely be completed by students in the Gaming Program at Milwaukee Area Technical College and will ultimately reside in Discovery World Museum.

29Eleven - The goal of this project was to construct a community garden in a partnership with Growing Power to offer hands on training, on-site installation, outreach and assistance to build a community system to help people grow, process, market and distribute food in a sustainable manner.

Family Enrichment Center of Ozaukee - This project included designing an outdoor recreation area that could be built in phases by volunteer groups. The final design included picnic shelters with a storage area and a playground area with surrounding privacy hedges. Many people will benefit from the use of this area.

Sound Garden - This project combined technology, art and ecology to create a deepened sense of time and place in the urban environment. Students used low-cost physical computing platforms to create a tool to monitor and stream real-time sensory data from an urban garden. Data outputs included ambient temperature, soil moisture levels, barometric readings and other variables. The goal was to give students and other participants the means of exploring the urban environment while recognizing the ecology of particular systems.

Brady Grant Celebration - The goal of this project was to coordinate a gathering to celebrate with all of the community partners that benefited from the partnership between MSOE and the Brady Foundation during the past three years. Participants from Brady Corporation, MSOE and the community partners were invited. Several students participated to celebrate and share their stories and project posters. It was a wonderful event!

Building Community within MSOE

Student led initiatives that encourage the growth of community at MSOE are especially exciting! All the events below were developed and led by students. These events met the needs of our students and gave their leaders a chance to share their passions with their peers. The financial and time investment from the Office of Servant-Leadership was minimal, but the impact on campus was widespread. I meet with each student who leads events like this to discuss the tenants of Servant-Leadership and provide them with the resources they need to grow as servant leaders.

Open Source Ecology - CAECM student, Samantha Wallace, organized the presentation of TED Follow, Marcin Jakubowski to over 75 students, faculty and staff. Open Source Ecology is a non-profit whose goal is to create a Global Village Construction Set. Similar to Habitat for Humanity they are providing housing and tools to developing countries. Although instead of building houses for the underprivileged they are building blueprints and engineering design files for anyone in the world to build low-cost machinery, houses, farming equipment and more. This presentation sparked the interests of a group of students who continue to stay in touch with this non-profit.



Figure 5: Open Source Ecology Presentation

Smoothie Sampling - Nursing student, Alexander Folz, organized an event to educate our students about the importance of good nutrition (especially during final's week). Student volunteers made and distributed over 100 smoothie samples in the main Campus Center during finals week of Winter Term.



Figure 6: Smoothie Sampling on Campus

Animal Stress Relief Clinic - Mechanical engineering student, Jonathan Kuderer, organized a stress relief clinic during final's week of Winter Term to allow students an opportunity to interact with dogs and cats at Grace Lutheran Church near MSOE's Kern Center.



Figure 7: Stress Relief Animal Clinic

Bike to MSOE Day – A group of two students and two faculty members who love to bike to MSOE throughout the year thought that it would be fun to organize an event to promote this healthy mode of travel throughout campus. The faculty members let the two students take the lead on planning and promoting this first time event. It included a rally ride to the lakefront and BBQ dinner on campus afterwards. Wheel and Sprocket attended and offered discounted tune-ups to students and discounted helmet sales to promote safety. Hopefully this will become an annual event at MSOE to build community and promote a healthy lifestyle.

A Novel Event for SHARP Literacy – The Office of Servant-Leadership at MSOE sponsored a table to give students and faculty who collaborated with SHARP Literacy throughout the year an opportunity to share experiences and celebrate their successes. The event included a social hour, lunch and presentation by LeVar Burton from Reading Rainbow. His presentation was motivational and helped guests better understand the magnitude of their involvement with SHARP Literacy. Before the event started, three students had the pleasure of meeting with Mr. Burton who was kind enough to pose for a picture.



Figure 8: MSOE Students with LeVar Burton at A Novel Event for SHARP' Literacy

Kente Ceremony – A total of six students were honored at this year's Kente Ceremony in fall. This is an annual event that is co-sponsored by the Office of Servant-Leadership to honor the accomplishments of African American Graduates at MSOE. Friends and family are invited to this important event.



Figure 9: MSOE's 2014 Kente Ceremony

Serving the Greater Milwaukee Area

It is my goal to provide as many opportunities as possible to help students learn about the community that surrounds our campus. There are many non-profits within walking distance of our campus who do wonderful things to support the least privileged in the Greater Milwaukee Area. It is easy for all of us to ignore the struggles of others who live just beyond our comfort zone – these events below are examples of how we support students who have a desire to serve this population. All of these initiatives are led by students and many have been going on for so many years that we forget that they originated through sponsorship from the Office of Servant-Leadership. My role is to help insure that they continue to be sustainable initiatives by mentoring student leaders to coach newer students to become future leaders.

Ronald McDonald House - Once a month a group of students select and prepare a meal for the families staying at the Milwaukee Ronald McDonald House (RMH) near Children’s Hospital of Wisconsin. This ongoing Servant Leadership activity is a great example of how the Milwaukee community benefits from the service of our students. This is also a great way for students to practice the tenant of empathy when they visit with families who are staying at RMH to be near an ill child. Since this is an ongoing activity, many students from all over campus get the opportunity to participate every year.



Figure 10: MSOE Students Serving a Meal at Ronald McDonald House of Milwaukee

Our Next Generation Tutoring – Throughout the 2013-2014 academic year, the American Society of Engineering Education helped organize tutoring for school age children on campus once a week. Approximately a dozen MSOE students tutored these students from Our Next Generation. Programs like this give our students the opportunity to connect with school age children from the inner city and learn about their struggles and concerns. This is a great way for our MSOE students to develop a greater awareness of the world around them. Additionally, having elementary students come to MSOE every week is a great way to help them feel comfortable in a college setting and help familiarize them with an environment that may have seemed foreign to them initially. These young children will likely be first-generation college bound and this is just one step along the way.



Figure 11: A Thoughtful Thank You from Our Next Generation

Blue Lotus Farm and Retreat – The Civil and Architectural Engineering and Construction Management (CAECM) Department established a relationship with Blue Lotus Farm and Retreat in 2006. Since then, students participate in annual clean-up and build events to improve the infrastructure of the camp to better serve those in need. This past year, the student group organized both a Spring and Fall Clean-up event that gave dozens of students the opportunity to spend a day in Newburg, WI maintaining the grounds and conducting repairs to the deck built by MSOE in previous years. This is a favorite activity for many of our students and always fills up fast. The core group of students who lead the initiative meet throughout the year to plan and design the next phase of an ongoing deck project that gives students in the CAECM department an opportunity to apply what they are learning about construction management, scheduling, estimating, building materials, construction methods and design to serve the community and grow as leaders.



Figure 12: Blue Lotus Farm and Retreat Spring Clean-Up 2014

Respite Event – This has become an ongoing initiative that requires very little support from the Office of Servant-Leadership at this time. A core group of nursing students has taken ownership of planning, promoting and fundraising for this amazing event. Located in the Kern Center, this event enables MSOE students to spend the day with kids who spend a great deal of time at Children’s Hospital. The parents of the children get the opportunity to take an afternoon off and rest. Meanwhile, MSOE students receive the educational and interpersonal opportunity to interact with kids with extreme mental and physical challenges. Both the student leaders and volunteers get so much out of participating in the service activity that is organized by servant leaders.

Empty Bowls – This year Empty Bowls of Milwaukee held their community event at MSOE’s Kern Center for the second year. This event took a tremendous amount of coordination to make successful. Over 70 MSOE students volunteered their time planning, organizing, promoting, and supervising other volunteers at the event. This year over 2,000 bowls were sold and over \$50,000 was raised to fight hunger in Milwaukee. My only regret is that only a handful of MSOE students were able to take on a leadership role in this year’s event. Now that I better understand the planning that goes into making this community event a success, I have plans in place to give more students an opportunity to develop into servant leaders next year. I am pleased at the number of students who served as volunteers during the planning and execution of the event, but my goal is to make their experience even more meaningful next year.



Figure 13: Three of our Students Washing Bowls at Empty Bowls 2014

Kayla's Krew – This year we established a relationship with Kayla's Krew in Franklin. Kayla's Krew is working to build an all-accessible playground for the community in memory of Kayla Runte, a young girl who lost her battle with Cerebral Palsy in 2012. Kalya's mother, Shelly Runte, reached out to the Office of Servant-Leadership at MSOE in an effort to get local students involved in the design of the playground. In less than a year, our students have become an integral part of Kayla's Krew and are helping in many areas of the planning process. We have a team of core students at MSOE who meet weekly to help with many areas of the planning – fundraising, promotion, project management, and design. This core group of students recently presented at Design Day to reveal the playground schematic to over 400 members of the Franklin community. The remainder of the year will involve designing the Musical Bridge Component of the playground, designing an application to download onto phones for caregivers to communicate with non-verbal children who visit the playground, fundraising for materials and planning for the build week in fall of 2015. Ultimately, hundreds of MSOE students, faculty and staff will play a role in making this dream come true for the Runte Family and the Community of Franklin. MSOE is honored to play a small role in the process. Students will practice all the tenants of servant-leadership while working on this team. I look forward to sharing more about this amazing project in next year's report!



Figure 14: Schematic Drawing of Kayla's Krew Playground



Figure 15: Design Day for Kayla's Krew

United Way Season of Caring – MSOE participated in this year’s Season of Caring for the United Way of Milwaukee. Student volunteers helped sort and organize thousands of books for the Literacy Services of Wisconsin fundraiser book sale at Grand Avenue Mall. Another group of student volunteers helped at Big Brothers Big Sisters of Metro Milwaukee Fall Celebration event where they helped Big Brothers Big Sisters’ kids and families “celebrate fall” with a fun evening of games, activities, and a healthy meal. Although only two students took leadership roles in these events, we value our relationship with United Way of Milwaukee and were happy to support this year’s Season of Caring!



Figure 16: An MSOE Student Volunteer at this Year’s BBBS Fall Celebration Event

Sam’s Hope – Our Student Athletic Association lead and organized a Scholastic Book Fair to donate books to Sam’s Hope Literacy Foundation. This year, over 30 student athletes volunteered with the leadership of two students to raise nearly \$350 to purchase books for school age children in Milwaukee.

Tech XL – During the past few years, the Office of Servant-Leadership has been working to find a way to provide IT support and services to Milwaukee Area non-profits and small businesses within the MLK Business District as part of the curriculum at MSOE. Dr. Howell identified this need through his relationships within the community and began consulting with industry professionals to find a solution. Last year, I got involved and have continued to refine the organizational structure of this program. We are currently piloting the model in one of our project management courses this term. The goal is to create a process to find appropriate projects and match them to faculty interested in incorporating them into courses and to students interested in creating independent study courses out of these opportunities. This program will be mutually beneficial to both the students at MSOE who will get the opportunity to serve the community while applying the knowledge that they gain in the classroom and practicing the tenants of servant-leadership and to the clients who are provided with IT support and services needed to more efficiently serve their community. We hope to narrow the technology gap in Milwaukee’s inner city and play a small role in creating more opportunities to those who need them most. I look forward to sharing the progress of this initiative in next year’s report!

Domestic Initiatives

This year Habitat for Humanity organized four trips during Spring Break. Servant-Leaders were in charge of making travel plans, mentoring students new to Habitat, planning fundraising events and supervising the day-to-day activities on-site. These trips were very successful and gave our students an opportunity to apply their architectural engineering and construction management knowledge to serve those in need.

North Carolina Habitat for Humanity Trip - The 25th anniversary collegiate challenge brought 100 college students from across the country to Winston Salem, NC. Ten of these students were from MSOE. They worked on four new homes under construction with the local affiliate as well as learned about the history of collegiate challenge and got to know other students with similar passions.



Figure 17: Habitat for Humanity North Carolina

Tennessee Habitat for Humanity Trip - Nine students headed to Oak Ridge, Tennessee to work on *A Brush with Kindness*. This program lends a helping hand for families in homes that need some work to be considered safe. The projects included, but were not limited to: porch building, house painting, stair rehab, and flooring renovations.



Figure 18: Habitat for Humanity Tennessee

Alabama Habitat for Humanity Trip - Thirteen students went to Brewton, AL for the break between winter and spring quarter. The students worked on new construction and rehabilitation projects with the local affiliate in Alabama.



Figure 19: Habitat for Humanity Alabama

Michigan Habitat for Humanity Trip - Fourteen students traveled to Grand Rapids, MI. While this is one of the two cities out of the red in Michigan there is still poverty. They worked with local affiliates to better the Grand Rapid's community.

International Initiatives

The Office of Servant-Leadership and the Office of Academics partnered to create the International Leadership Committee in January of 2014. This committee is now responsible for generating an annual call for proposals to delegate an award of \$20,000 (contributed evenly from each department) to international initiatives that allow our students to apply what they are learning in the classroom while practicing the tenants of servant-leadership to serve the global community.

Global Brigades - Panama

March 2-8, 2014: Dr. Patrick Jung and Prof. Victoria Carlson-Oehlers led a total of 29 MSOE students which included 17 nursing students.

Dr. Patrick J. Jung of the General Studies Department and Dr. Victoria Carlson-Oehlers of the School of Nursing accompanied twenty-nine MSOE students to the Republic of Panama to do medical service work in the village of Quebrada Honda in Darien province. All of the students were members of Global Brigades-MSOE, a university chapter of Global Brigades, an international sustainable development organization that has operations in Nicaragua, Panama, Honduras, and Ghana. Dr. Jung and Dr. Carlson-Oehlers taught Culture and Health in Central America during the winter quarter in order to teach the students about the state of healthcare in Central America. While in Panama, the students assisted Panamanian doctors, dentists, and other healthcare professions with a variety of administrative and logistical tasks that allowed them to serve 202 patients over the course of three days. Additionally, the students visited an Embera Indian village in rural Panama and toured Panama City. The students raised more than \$6,000 over the past academic year in order to purchase medical supplies for the trip.



Figure 20: Kamille Villegas (sophomore, NU) poses with Panamanian children who visited the Global Brigades-MSOE clinic in Quebrada Honda

Blue Mountain Project - Hagley Gap District in St. Thomas, Jamaica

March 2-7, 2014: A team representing MSOE students, MSOE faculty, MSOE Alumni, Project Community Computers (Project CC), Ripon College, and the Blue Mountain Project (BMP).

The primary purpose of the trip was to evaluate three computer labs, two located in elementary schools and one located in a health clinic operated by BMP. A secondary objective was to assess the existing water supply system, which was rendered inoperable from a hurricane in 2004. This trip was instrumental in the planning for a larger trip in spring.



Figure 21: MSOE Team in St. Thomas, Jamaica during their First Trip

May 18-31, 2014: A larger team representing MSOE students, MSOE faculty, MSOE Alumni, Project Community Computers (Project CC), Ripon College, and the Blue Mountain Project (BMP).

The preliminary team was joined by five additional MSOE students and 19 additional Ripon College students and faculty. During this trip, the spaces in the three buildings were renovated to accept 40 computers that were donated by Project: Community Computers. MSOE students served in the role of overseeing the renovations to the labs and installation of the computers. During the second week of the trip, the MSOE students teamed with Ripon College students to teach Jamaican students and staff to assure the long-term success of the labs. While the computer labs were renovated and upgraded, MSOE students worked with local experts to plan for future upgrades to the water supply system.



Figure 22: MSOE Student Sharing a Quiet Moment with a Local Child during Second Trip

Engineers Without Borders - Planning for elementary school at Chitom, Joyabaj

June 1 to 8, 2014: Prof. Todd Davis led four students (Larissa Bogle-Boesiger, Lauren Itzen, Elizabeth Lezama, and Dane Langer)

The schoolhouse construction plans, completed by 20 MSOE students working with their professional engineer mentors, have been approved by EWB-MSOE. A team of MSOE students and faculty will kick off the construction process in late February of 2015. This project receives funding from Rotary Club of Milwaukee.



Figure 23: MSOE Student Larissa Bogle-Boesiger (left) and Professor Todd Davis Meet with Chitom School Director and Community Leaders

Bafut Cameroon, Africa - St. Joseph's Comprehensive High School

June 29 - July 14, 2014: Sharyn Warren from MSOE and two faculty from Alverno led a team which included three MSOE students and one MSOE alumni.

MSOE's role for this follow-up trip was to provide continued support for the exiting computer laptop installed in 2013 at the St. Joseph's Comprehensive High School (SJCHS), as well as install additional computers for the school expansion, work with the St. Theresa Health Center and the St. Joseph Children and Adult Home (Sajocah). The team also worked on a farming project that raises food and livestock to feed the students at the school and patients at the rehabilitation center.



Figure 24: Completed Computer Lab in Bafut Cameroon, Africa

Engineers Without Borders - Surveying right of way for new water pipeline

July 2 to 10, 2014: Prof. William Gonwa led two students (Jill Vande Boom and Thomas Martin)

Two MSOE students, under direction of Professor Gonwa, designed the pipeline and distribution system to be constructed with funds by Wisconsin Water for the World.



Figure 25: MSOE Student Thomas Martin (far right) and Local Organizers Survey for a Pipeline that will Bring Clean Water from a Mountain Spring to Homes in the Area

Engineers Without Borders - Planning for footbridge at Salitre, Joyabaj

Nov 20-25, 2014: Prof. Doug Stahl led three students (Riley Padron, Jacob Haen, and Larissa Bogle-Boesiger)

With their professional engineer mentors, Riley Pardon and the other students are using the test results to design anchors for a cable-supported pedestrian bridge that will bring farmers from Salitre to the regional market at Joyabaj. The students and community residents will construct the bridge in June of 2015.



Figure 26: MSOE student Riley Padron Conducts Soil Strength Tests in the Banana Plantation on the South Side of the Rio Arco at Salitre

Conferences (Presentations and Offices Held)

In addition to the above efforts, I have spent the last year increasing my involvement in the Servant-Leadership community throughout Wisconsin. Below is a list of events that I attended during the past 12 months. I have enjoyed meeting with many like-minded professionals and these opportunities have helped me to grow as a leader.

- Wisconsin Campus Compact Annual Civic Engagement Institute in Madison
- Wisconsin Servant-Leader Cities Tour in Milwaukee – Presented: *My Servant-Leader Journey*
- Leadership Presentation at Triangle Fraternity Leadership Conference at MSOE
- Wisconsin Servant-Leader Cities Tour in Milwaukee – co-hosted and attended event at MSOE
- Wisconsin Servant-Leadership Summit in Fond-du-Lac
- United Way Cabinet Member and Campus Engagement Committee Member
- Three Holy Women Global Solidary Committee Member
- International Leadership Committee Member at MSOE
- Title IX Investigator and Steering Committee Member at MSOE

Miscellaneous

As Chair of Servant-Leadership at MSOE I have many other responsibilities that do not fit into the above categories. In an effort to be thorough, I have included a list of these activities below:

- Directed Study Instructor – Winter Term 2013-2014
- Presentation to the Engineers Without Borders - January 13, 2014
- Tour of Journey House - February 20, 2014
- Capstone Project Advisor - Spring Term 2014
- Engineering Discovery Days - April 10-11, 2014
- Cameroon Trip Fundraiser - April 24, 2014
- Sierra Leone Awareness Event - May 2, 2014
- Chairs Meeting at Ripon College - May 15, 2014
- Brady Showcase - May 16, 2014
- Associates in Commercial Real Estate (ACRE) Program Re-launch Party - June 3, 2014
- Sponsor-A-Scholar Graduation Event - June 7, 2014
- Presentation to Carter Academy - August 8, 2014
- Presentation to Honor's Class - September 4, 2014
- United Way Soccer Game and Tailgate - September 13, 2014
- Chairs Meeting at Lawrence University - September 30, 2014
- Ugandan Visitor Presentation at MSOE - October 6, 2014
- Presentation to the Engineers Without Borders - October 27, 2014
- Collaboration Meeting with Circle K at MSOE - October 27, 2014
- Presentation to Nursing Students - October 28, 2014
- Collaboration Meeting with Global Poverty Project in New York - November 15, 2014
- Presentation to Resident Assistants on Campus - December 12, 2014

Outcome 7: A Servant Leader that Leads at an Element or Segment of Our World

(Written by Samantha Wallace, a Senior Construction Management and Technical Communications student at Milwaukee School of Engineering)

Each year, the Chair of Servant-Leadership is asked to recognize one individual who exemplifies the principals of Servant-Leadership. In the past year, there has been a shift in the MSOE Chair Position. The former chair for Servant-Leadership, Dr. David Howell, deserves to be recognized for his hard work over the past five years.

In the Milwaukee School of Engineering community, there are Servant-Leaders around every corner. Students, faculty, and staff are familiar with Robert Greenleaf's philosophy and implement it on campus. This awareness is very much thanks to Dr. Dave Howell. During his tenure as the Suzanne and Richard Pieper Family Foundation Chair for Servant-Leadership, Dr. Howell shared his knowledge and passion for S-L with our community. Students and Faculty that have worked with Dr. Howell have nothing but praise for him as a professor and mentor.

"Throughout my life, I have met many individuals who live to serve others. However, none have lived up to this ideal quite like Dr. David Howell. I can't think of a single interaction with the man that focused on his needs, instead focusing on your needs or the needs of others. He truly is the definition of selfless."

—Alex Folz, MSOE Student

"I have taken Dave's classes, worked closely with him on an independent study (exploring the principles of Servant-Leadership), and even travelled internationally with him. No matter what the situation, Dave approaches each one as a trusted teammate and mentor. He works hard to understand your values and finds ways to help you achieve your goals, grow, and learn. He is the first one to go out of his way to help another person. For me, Dave Howell truly embodies the principles of Servant-Leadership."

—Brett Kash, MSOE Alumnus

"Dave is a true mentor to me. Without his coaching and inspiration, I would not be the current Chair of Servant-Leadership at MSOE. He has taught me what it means to be a servant-leader through his actions. When I look at how he has impacted all corners of the institution I am in awe of his ability to remain humble regarding his tenure. Listening, caring, and putting others first – these principles appear to be so natural for him. He has this amazing ability to recognize the strengths and weaknesses in others and nurture them to grow as needed. I am truly thankful for both his friendship and mentorship!"

—DeAnna Leitzke, MSOE Colleague (former graduate student)

Dr. Howell also went beyond MSOE and fostered relationships with many neighboring academic institutions. These connections allowed students from all walks of life to come together and share their passion for helping others. One project made possible by Dr. Howell's commitment to collaboration was

the Blue Mountain Project. This group of students and faculty from Ripon College and MSOE traveled to Jamaica in conjunction with Project: Community Computers.

As a well-rounded Servant-Leader, Dr. Howell has in the past year alone been the acting Academic Dean for the World Affairs Seminar, sat on the YMCA Sponsor-A-Scholar Scholarship Committee, and presented his research on Sending Students to Serve and Lead in the Developing World: an Ethnographic Study at the Jon C. Dalton Institute on College Student Values in Tallahassee, Florida. This commitment to the Milwaukee community and to the growth of Servant-Leadership is inspiring.

At MSOE he integrates Servant-Leadership in almost every class he teaches. While there are many courses with S-L in the name (OR- 3000, Applied Servant Leadership, HU-499, Independent Study of Project Management and Servant-Leadership, MS-499, Independent Study of Research Methods and Servant-Leadership), all of Dr. Howell's courses implement some aspect of the ten principals of servant-leadership. In TC-261, Research Methods, *awareness* is a large part of figuring out what to research and how to *listen* to subjects and *conceptualize* a solution to a problem. When working on a new syllabus for TC-381, Marketing Communication, Dr. Howell wants to integrate the *foresight* of using new technologies and foster *community building* activities to help real clients with marketing services.

While gathering information about Dr. Howell to include in this report, one fact stood out - it is almost impossible to find a photo of him with his Servant-Leadership groups. Thankfully the students that he works with love documenting the great work they are doing. Dr. Howell is always supporting others and finding ways for them to be successful. He stays out of the spotlight in order to showcase the hard work of his mentees. Whether biking across the state with his family or lecturing to MSOE students, Dr. Howell continuously puts others first. Dr. Howell's complete CV can be found in *Appendix B* of this report.



Figure 27: Dr. Howell with Two Students (Markita and Stephanie) who Sold Shirts to Raise Money for Cancer Research in his Project Management Class (2012)



Figure 28: Dr. Howell and Brett Kash in India (2012)



Figure 29: Dr. Howell with Students at the World Affairs Seminar (2013)

Looking Ahead

This has been an amazing year and writing this report has helped to inspire me to share some of my plans for next year. Here are some of the new initiatives that I look forward to working on throughout 2015:

- Facilitate monthly meet-up's to provide students, faculty and staff the opportunity to discuss servant-leadership theory with other like-minded members of the MSOE community. Depending on the needs of the group, we may choose to incorporate book discussions as well.
- Create a reflection journal to share with students, faculty and staff who plan to serve others internationally. My goal is to meet with these individuals as they are planning their trips and begin a discussion about servant-leadership, I will then give them a journal to help them develop as servant leaders during their trips. After they return, I will meet with them again to provide them with an opportunity to reflect and share what they learned. If this model is successful, I will then implement it for use during domestic trips and potentially with students leading local projects. I believe that it is important to keep the focus on growing as servant leaders and the sharing of our journeys.
- Determine the strengths and weaknesses of the Department of Servant-Leadership at MSOE and tailor future initiatives to better serve the needs of our students and the community at-large. Once a research plan is implemented, I look forward to analyzing the results to determine where we should focus our efforts in the future.

I look forward to another year of growth in 2015!

Appendix A: Mary Tarling’s Doctoral Research: *Descriptive Statistics for Survey Data Collected*²

Study Variable	Overall Mean	Overall Std. Dev.	MSOE Mean	MSOE Std. Dev.
Learning Context Questionnaire - Perry Position	2.23	0.86	1.99	0.82
Character Foundations Assessment – Self Awareness	48.87	9.78	48.5	9.72
Character Foundations Assessment – Listening	49.93	10.52	47.66	10.51
Character Foundations Assessment – Changing the Pyramid	48.71	10.35	47.23	9.95
Character Foundations Assessment – Developing Colleagues	45.91	10.15	45.02	10.5
Character Foundations Assessment – Coaching	49.37	11.06	47.73	11.23
Character Foundations Assessment – Unleashing the Energy of Others	48.68	9.64	47.53	9.55
Character Foundations Assessment – Foresight	49.6	11.37	48.91	10.92
Character Foundations Assessment – Desire to Serve	55.18	13.68	51.78	14.19

Figure 30: Data Provided by Mary Tarling

² Mary Tarling, “Investigating the Relationship between the Demonstration of Servant Leadership and Intellectual Development” (PhD diss., Cardinal Stritch University, 2014).

Appendix B: Dr. David Howell's CV

EDUCATION

- **Doctor of Philosophy**, Individual Interdisciplinary (Composition Studies, Qualitative Research, At-Risk Education, Eastern Philosophy), May 1997, Washington State University.
- **Master of Fine Arts**, Creative Writing, May 1991, University of Alaska, Fairbanks.
- **Bachelor of Arts**, English, May 1986, Whitworth College.

TEACHING EXPERIENCE

Associate Professor, Milwaukee School of Engineering

- **American Literature**, HU 423, winter 2005-2013.
- **Applied Servant-Leadership**, OR 3000, 2008-2013.
- **Business Communications**, English 432, fall 2003-2013.
- **Composition**, EN 131, fall 2003-present.
- **Contemporary Issues in the Humanities**, HU 100, fall 2003-2013.
- **Creative Thinking**, HU 495, 2009-present.
- **Eastern Literature**, HU-427-present.
- **Ethics for Professional Managers and Engineers**, HU 432, spring 2011-2013.
- **Intercultural Communication**, TC 453, fall 2010-2013.
- **Introduction to Technical Communication**, TC 1111, winter 2006-2008.
- **Leadership and Teamwork**, OR 2000, 2009-2013.
- **Literary Survey**, HU 421, spring 2004-2013.
- **Marketing Communication**, TC-381, spring 2008-2013.
- **Professional Guidance**, OR 402 (internet hybrid), winter 2007.
- **Project Management**, MS 4801, winter 2006-2013.
- **Project Management and Servant-Leadership**, HU 499, winter 2011-2013.
- **Research and Writing**, EM 630i (internet hybrid), Master of Science in Engineering Management program, winter 2003.

- **Research and Writing Methods**, EM 630, 631, 632, and 633 (internet hybrid), Master of Science in Engineering Management program, spring 2004-Fall 2007.
- **Research Methods**, TC 261, winter 2004-present.
- **Research Methods and Servant-Leadership**, MS 499, spring 2012.
- **Speech**, EM 241, spring 2004-present
- **Technical Composition**, EN 132, fall 2003-present.
- **The Carter Academy**, 2013-present.
- **Writing and Research on Emerging Trends in Environmental Engineering and Management**, EV 800, 2006-2008.

Instructor, Chapman University (NAS Whidbey Island)

- **Freshmen Rhetoric**, English 103, fall 1997-Spring 2003.
- **Technical Writing**, English 301, winter 2000–Spring 2003.
- **World Literature, 1600 - Present**, English 240, spring 1999–Fall 2001.
- **Writing About Literature**, English 104, fall 1997–Summer 2003.

Teaching Assistant, Washington State University

- **Advanced Writing Tutorial**, General Education 302, spring 1995–spring 1996.
- **Elementary Classroom Management**, Elementary/Secondary Education 310/311, Washington State University, fall 1991–Spring 1993.
- **Every-Day English**, Intensive American Language Center at Washington State University, summer 1996.
- **Excel: Developing Study Skills in the University Environment**, Psychology 105-Elementary/Secondary Education 101, Washington State University, spring 1994–spring 1996.
- **Learning Enhancement Seminar**, General Education 302x, The Extended Degree Program at Washington State University, spring 1997–summer 1997.
- **Making the Grade: Achieving Success during Your First Year at WSU**, Teaching and Learning 100, Washington State University, summers 1995–1996.
- **Peer Leadership**, Educational Administration 497, The Student Advising and Learning Center at Washington State University, spring 1997.

- ***Secondary Classroom Management***, Elementary/Secondary Education 328, Washington State University, summers 1992–1993.
- ***Writing for Elementary School Teachers***, Elementary/Secondary Education 308, Washington State University, spring and summer 1993.
- ***Writing Tutorial***, English 102, Washington State University, spring 1992–fall 1996.

Teaching Assistant, University of Alaska, Fairbanks

- ***College Composition***, English 101, University of Alaska, Fairbanks, fall 1988–fall 1989.
- ***Intermediate Exposition***, English 213, University of Alaska, Fairbanks, spring 1990–spring 1991.

ACADEMIC ADMINISTRATIVE EXPERIENCE

Dean of Students

Milwaukee School of Engineering (MSOE), 2013-2014

- The MSOE Student Life webpage: <http://www.msoe.edu/community/campus-life/student-life>
- Serving as a counselor and sound board to students in all aspects of their school lives in order to ensure that each student adjust to and thrive within the educational environment.
- Fostering and developing an environment of individual growth and effectiveness with student life personnel.
- Aligning team members and resources to achieve organizational goals.
- Overseeing non-education, student-centric programs that focus on the first year experience.
- Working in conjunction with Enrollment Management to coordinate strategic relationships between efforts to recruit and retain students.
- Providing oversight of new student orientation programs, student governance, student leadership development, student discipline/judicial affairs as well as services for students with special needs.
- Coordinating all major social events that take place on campus.
- Communicating virtually with the MSOE community through a [daily blog](#).
- Collaborating with the other departments of the institution to ensure that all extracurricular programming aligns with the mission and educational goals of the university.
- Management and publication of the student [Conduct Code](#).
- Acting as the judicial agent for [students with disruptive behavior](#).

- Responsible for coordinating and serving as Master of Ceremonies for 3 commencement ceremonies per academic school year.
- Acting as a liaison between students, alumni, parents, school management and the external community.

The Suzanne and Richard Pieper Family Foundation Chair for Servant-Leadership

MSOE, 2008-2014

- The MSOE Servant-Leadership webpage: <http://www.msoe.edu/s-lead>
- *Preparing future leaders:* The Chair for Servant-Leadership prepares graduates in their chosen fields to live lives of service to others by teaching and exemplifying character and moral values. This takes shape by providing students with service opportunities, creating a body of knowledge and curriculum that shows how character is learned and transmitted, and creating a dynamic environment to nurture future leaders at the university.
- *Administering a \$1,730,017.00 endowment:* received annual financial awards from the foundation:
 - 2013: \$140,000.00 for outcomes measures, breakthrough ventures and having an excellent year in carrying out all elements of the mission of the chair.
 - [2012](#): \$160,000.00 for outcomes measures, breakthrough ventures and having an excellent year in carrying out all elements of the mission of the chair.
 - [2011](#): \$160,000.00 for outcomes measures, breakthrough ventures and having an excellent year in carrying out all elements of the mission of the chair.
 - [2010](#): \$150,000.00 for outcomes measures, breakthrough ventures and having an excellent year in carrying out all elements of the mission of the chair.
 - [2009](#): \$110,000.00 for breakthrough ventures and having an excellent year in carrying out all elements of the mission of the chair.
 - [2008](#): \$70,000.00 for outcomes measures, breakthrough ventures and having an excellent year in carrying out all elements of the mission of the chair.
- *Managing Brady Corporation Foundation Grant.* From 2011-2014, Coordinating with the Brady Foundation to manage and distribute \$180,000.00 in grant dollars for initiatives run through specific project management courses: MG 795/831 and MS 4801, through the School of Business, and IE 340, through the school of Industrial and Mechanical Engineering. All projects are designed to benefit our non-profit partners in the greater-Milwaukee community.

- *Supervising an AmeriCorps VISTA.* Supervised 3 different AmeriCorps VISTAs in conjunction with the YMCA of Metropolitan Milwaukee, Our Next Generation, and Wisconsin Campus Compact—for the purpose of combating issues of poverty in the greater-Milwaukee community.
- *Supervising student workers.* Managed a staff of individuals who implemented countless Servant-Leadership initiatives.
- *Integrating Servant-Leadership into Curriculum.* Worked with the administration and faculty to integrate faculty mini-grants that encourage and facilitate the integration of Servant-Leadership into courses across the disciplines: Honors Chemistry, Advanced Building Construction Methods and Site Engineering Issues, Business Communications, General Studies Honors Seminar, Creative Thinking, Cultural Immersion, Organizational Psychology, Latin American History, Chemistry II, Research Methods, and Leading Project Teams.
- *Facilitating International Initiatives:* Helping coordinate academic and non-academic Servant-Leadership student initiatives in Kenya, Cameroon, Uganda, Costa Rica, Guatemala, Haiti, The Dominican Republic, India, Panama, Sierra Leone, Jamaica, and China.
- *Supporting Student Organizations:* The Milwaukee School of Engineering (MSOE) student chapter of The United Way, Habitat for Humanity, the Society of Women Engineers, the Student Athletic Advisory Committee, the Architectural Engineering Institute, Campus Volunteer Services, InterVarsity Christian Fellowship, the MSOE Dance Team, and so on.
- *Coordinating relationships and service initiatives with numerous nonprofit organizations:* Big Brothers Big Sisters of Metropolitan Milwaukee, Black Star Farm, Blue Lotus Farm and Retreat Center, Community Warehouse, Construction Challenge, Discovery World, Girls on the Run, Habitat for Humanity, Healthcare for the Homeless, Layton Boulevard West Neighbors, Midwest Athletes Against Childhood Cancer, Milwaukee Center for Independence, Milwaukee County Parks and Recreation, Milwaukee Public Schools, Muscular Dystrophy Association, Next Door Foundation, Our Next Generation, Project Kenya, Repairers of the Breach, Ronald McDonald House, Safe and Sound, Sam’s Hope, Sharp Literacy, Sweet Water Organics, The United Way of Greater Milwaukee, The Urban Ecology Center, and The YMCA of Downtown Milwaukee.
- *Coordinating relationships and service initiatives with numerous for-profit organizations:* Brady Corporation, Direct Supply, We Energies, The Italian Community Center, Pettit National Ice Center, and Rockwell Automation.
- *Coordinating relationships and service initiatives with neighboring academic institutions:* Ripon College, Lawrence University, Alverno University, Cardinal Stritch University, Carroll University, Concordia University, Milwaukee Area Technical College, Rose-Hulman Institute of Technology, Marquette University, South Division High School, and St. Joan Antida High School.

Title IX Coordinator

Student Life, MSOE, September 2013-2014

- ATIXA Coordinator and Administrator certified, winter 2014
- Responsible for promoting an institutional environment that is free of gender bias and sexual harassment.
- Developing a working knowledge of Title IX and the implementing regulations.
- Keeping informed of current research and judicial decisions related to Title IX and gender equity.
- Participating in the development , implementation and evaluation of the institution's Title IX policies and procedures.
- Developing sexual harassment Title IX complaint procedures for students and staff.
- Providing public notice of the complaint procedures and the name and contact information for the Title IX Coordinator.
- Monitoring and evaluating the institution's Title IX compliance efforts and make recommendations for any appropriate changes.
- Providing in-service training to ensure institutional community understands Title IX policies and procedures.

Academic Dean

World Affairs Seminar, September 2012-present

- The World Affairs Seminar webpage: <http://worldaffairsseminar.org/>
- Providing a curricular framework and oversight of the academic components of the seminar.
- Submit proposed budget detail for academic events (speaker honoraria, travel, materials, etc.)
- Recruiting and facilitating communication between keynote speakers and counselors as part of the curricular design.
- Designing seminar agenda/schedule framework for the academic portion of the program.
- Developing and adapting lesson plans for all interactive curricular activities.
- Managing and coordinate with the senior counselor/staff member assigned to the academic program.
- Providing input for internet marketing in coordination with WAS Staff.

- Identify speakers and work with WAS to secure commitments per targets (keynote speaker, main speakers, finalized speaker and event list, create counselor curriculum guide, and participate in counselor training).
- Coordinate with World Affairs Seminar office to complement recreational programming
- Identify necessary supplies and copies of documents needed for the counselor academic training and academic activities.
- Manage and coordinate with the senior counselor/staff member assigned to the academic program.
- Prepare progress reports for World Affairs Seminar Board meetings.
- Update World Affairs Seminar Executive Director by the end of each month regarding academic program progress.
Develop evaluation questions to gather student feedback on the academic program.

Primary Institutional Liaison

Wisconsin Campus Compact (WiCC) and MSOE, November 2008-2014

- The WiCC webpage: <http://www.wicampuscompact.org/>
- Principle ambassador for WiCC on campus and within the local community.
- Manage AmeriCorps VISTA worker in conjunction with targeted community partner.
- Coordinate relevant grant applications and nominations made available through WiCC.
- Coordinate the collection and submission of cavity engagement information, including the completion of the annual campus survey.
- Build awareness of WiCC activities and opportunities among faculty, staff, students, and community partners.
- Update WiCC of civic engagement related events.
- Inform WiCC of the institutionalization of service learning in the curriculum.
- Arrange campus visits with WiCC staff and assist with coordinating WiCC meetings on campus.

Title IX Investigator

Student Life, MSOE, January 2012-2013

- ATIXA Title IX Investigator certified, spring 2012.
- Pursuing models of resolution for campus sexual misconduct complaints.

- Participating in ongoing sexual misconduct trainings.
- Working with colleagues to determine institutional responses to sexual misconduct hearings.

Program Director

Technical Communication Degree Program, MSOE, February 2006-May 2008

- The MSOE Technical Communication webpage:
<http://www.msoe.edu/community/academics/business/page/1220/technical-communication-overview>
- Academically advised all Technical Communication majors.
- Hosted bi-yearly meetings of the Technical Communication Industrial Advisory Committee.
- Negotiated changes for track version 4.5 for the B.A. and B.S. in Technical Communication.
- Integrated a new course in Knowledge Management, TC 433.
- Introduced a new course that focused on user assistance, focusing on Robohelp software.
- Ensured that all students would take Project Management through the Rader School of Business, MS 4801.
- Implemented the TC 2+2 degree program through The University of MAHE-Manipal, Dubai.

Committee Chair

- **Faculty Development Committee**, Milwaukee School of Engineering, 2009-2011.
- **Academic Advising Committee**, Milwaukee School of Engineering, 2007-2009.

Coordinator

- **Technical Composition Course Coordinator**, Milwaukee School of Engineering, 2006-Winter 2009.
- **WebCT Coordinator**, Milwaukee School of Engineering, May 2005-Summer 2007.

COMMUNITY LEADERSHIP

Campus Engagement Co-Chair

United Way of Greater Milwaukee, 2012-2014

- <http://www.unitedwaymilwaukee.org>

- Develop effective strategies and objectives with staff and volunteers for growing and cultivating campus engagement.
- Reach out to schools, Greek organizations, college sporting teams and other related student groups to discuss starting a Student United Way Chapter or other types of involvement with United Way of Greater Milwaukee.
- Be a contact and/or resource for the student organizations that engage with United Way and attend their events when possible.
- Attend and report at Campaign Cabinet meetings. Promote and attend Campaign Kickoff and Celebration Events.
- Speak at selected campaign events on behalf of United Way and the Campaign Cabinet.

Community Campaign Education Co-Chair

United Way of Greater Milwaukee, 2009-2012

- The United Way of Greater Milwaukee webpage: <http://www.unitedwaymilwaukee.org>
- Meet with staff and Education Co-chairs to develop a strategy and objectives for increasing the dollars raised and employee participation in the Education Division.
- Assist in the development of a strategy for marketing and creating awareness about United Way and combined giving within the school.
- Identify possible sponsorship prospects for Education Division Incentives.
- Assist in planning Leadership Events for the Education Division.
- Work to increase support for the United Way at the MSOE campus.

Urban Campus Education Committee

YMCA of Downtown Milwaukee, 2012-present

- Provide guidance and discussion for both Teen Achievers and Sponsor-A-Scholar programs.
- Network and negotiate with for-profit and nonprofit community representatives for the benefit of the YMCA.

Sponsor-A-Scholar Scholarship Committee

YMCA of Downtown Milwaukee, 2010-present

- The YMCA of Downtown Milwaukee webpage: <http://ymcamke.org/>

- Review finalists who are eligible for academic scholarships through the YMCA: Schwartz Named Scholar, McCray Scholarships, Dawson Scholarships, and the Zolin Scholarships.
- Provide the necessary infrastructure for tutoring and mentoring to take place between college and inner-city high school students.

Leadership Taskforce

Milwaukee Center for Independence (MCFI), 2009-2011

- The MCFI webpage: <http://www.mcfi.net>
- Contributed intellectual capital to the center.
- Acted as a researcher to gather data on the employability of post-graduate employees.

Board Member

Girls on the Run of Milwaukee, 2009-2010

- The Girls on the Run of Milwaukee webpage: <http://gotr-milwaukee.org/>
- Provided intellectual capital for event planning.
- Managed fundraising initiatives.
- Provided facilities for board-member meetings.

CONFERENCE PRESENTATIONS

- ***One Big Teachable Moment: Improvisation as Pedagogy.*** The Lilly Conference on College and University Teaching in Traverse City, Michigan, October 2014.
- ***Sending Students to Serve and Lead in the Developing World: an Ethnographic Study.*** [Jon C. Dalton Institute on College Student Values](#), Tallahassee, Florida, February 2014.
- ***Sending Students to Serve and Lead in the Developing World: an Ethnographic Study.*** The Lilly Conference on College and University Teaching in Traverse City, Michigan, October 2013.
- ***Finding Value—and Values—in the Tangible: Viewing Social Media through the Lens of Nishida Kitaro’s Pure Experience Theory.*** [Jon C. Dalton Institute on College Student Values](#), Tallahassee, Florida, February 2013.
- ***Advocating for your Cause on Campus: how to build a direct connection between the non-profit and the academy.*** Midwest Service Leaders Conference, Marquette University, Milwaukee, Wisconsin, November 2012.

- ***Giving Structure to Service (and Leadership): An Ethnographic Study.*** Midwest Service Leaders Conference, Marquette University, Milwaukee, Wisconsin, November 2012.
- ***Giving Structure to Service (and Leadership): An Ethnographic Study.*** Greenleaf Center for Servant-Leadership Leadership Institute for Educators, Ann Arbor, Michigan, March 2012.
- ***Giving Structure to Service (and Leadership): An Ethnographic Study.*** [Jon C. Dalton Institute on College Student Values](#), Tallahassee, Florida, February 2012.
- ***Servant Leadership: Driving Curriculum Integration through an Institutional Multidisciplinary Approach.*** International Society for the Scholarship of Teaching and Learning (ISSOTL) 2011, "Transforming the Academy through the Theory and Practice of SOTL," Milwaukee, Wisconsin, October 2011.
- ***Giving Structure to Service (and Leadership) at a School of Engineering: An Ethnographic Study.*** The Lilly Conference on College and University Teaching in Traverse City, Michigan, September 2011.
- ***Implementation of Servant-Leadership: A Qualitative Research Project at a School of Engineering.*** Marylhurst University 2010 Regional Conference on Servant-Leadership, Portland, Oregon, November 2010.
- ***Implementation of Servant-Leadership: A Qualitative Research Project at a School of Engineering.*** Midwest Service Leaders Conference, Milwaukee, Wisconsin, October 2010.
- ***The Steep Learning Curve: How to Start a Servant-Leadership Program.*** The Greenleaf Center's 19th Annual International Conference, Milwaukee, Wisconsin, June 2009.
- ***The Steep Learning Curve: How to Start a Servant-Leadership Program.*** Midwest Service Leaders Conference, Marquette University, Milwaukee, Wisconsin, November 2008.
- ***One Big Teachable Moment: Improvisation as Pedagogy.*** The Lilly Conference on College and University Teaching in Traverse City, Michigan, September 2008.
- ***Laptop Learning: How Computers Affect Performance in the Classroom,*** The Lilly Conference on College and University Teaching in Traverse City, Michigan, October 2007.
- ***Women Who Teach Writing: The Relationship Between Writing Process and Writing Pedagogy,*** University of Wisconsin Women's Studies Conference, Madison, Wisconsin, April 2005.
- ***Real-time and Near-real-time Assessment by Combining Interpersonal and Virtual Environments,*** Conference on College Composition and Communication in San Francisco, March 2005.

- **LSRI Research Forum**, the UC Santa Barbara Writing Research in the Making Conference, Santa Barbara, California, February 2005.
- **Wyoming Writer's Project Preliminary Findings**, The Wyoming Writer's Project, Casper, Wyoming, October 2004.
- **Poetic Process**, The Wyoming Writer's Project, Laramie, Wyoming, July 2004.
- **The Benefits of Vicarious Interaction in Distance Education**, Distance Education: Designing for Success Conference, Seattle, WA, May 1997.
- **The Challenge of Engagement: If We Build It, Will They Come?** Washington State University Virtual Student Affairs Drive-In Workshop in Pullman, WA, spring 1996.
- **An Inquiry into Ego Through the Metaphysical Perspective of Nishida Kitaro**, Popular Culture Association Conference in Las Vegas, Nevada, Spring 1996.
- **Connections Between Students and Instructor: How Storytelling Engenders Self Assessment**, Faculty Development Seminar at Washington State University in Pullman, WA, summer 1995.
- **Beyond Sink or Swim: Mainstreaming Basic Writers into College Composition**, Conference of College Composition and Communication in Washington DC, Spring 1995.
- **Autobiography in College Composition**, Inland Northwest Council of Teachers of English in Spokane, WA, spring 1995.
- **Administrative Autobiography**, The Council of Writing Program Administrators in Bellingham, WA, Summer 1995.
- **Curricular Autobiography**, Washington State Association for Supervision and Curriculum Development Conference in Seattle, WA, winter 1995.
- **Academic Autobiography: Tool for Connecting Self to Curriculum**, Word Conference in Richland, WA, winter 1994.

CONFERENCES ATTENDED (non-presentation)

- **The 2014 Kern Entrepreneurship Education Network (KEEN) Conference**, Milwaukee, fall 2014.
- **ATIXA Title IX Coordinator and Administrator Training and Certification Course**, New Orleans, Louisiana, winter 2014.
- **Student Affairs in Higher Education (NASPA) Annual Conference**, Orlando, Florida, winter 2013.

- **Cengage Learning's TeamUP Faculty Programs English Composition Conference, Fort Lauderdale, Florida, winter 2011.**
- **Greenleaf Center Leadership Institute for Education (L.I.F.E.), Milwaukee, fall 2008.**
- **National Academic Advising Association, "On the Horizon: The Future of Academic Advising and Technology," online webinar, winter 2007.**
- **Society for Technical Communicators, Minneapolis, spring 2007.**
- **Council for Programs in Technical and Scientific Communication (CPTSC), San Francisco, fall 2006.**
- **Conference of College Composition and Communication in Chicago, Spring 2006.**
- **Conference of College Composition and Communication in San Francisco, Spring 2005.**

RESEARCH EXPERIENCE

- ***Principle Investigator, Student Life Ethnographic Study, winter 2014.***
- ***Principle Investigator, Implementing Servant-Leadership: a Longitudinal, Qualitative Research Project at a School of Engineering, 2010-present.***
- ***Principle Investigator, A Pre-College Program and Academic Retention: an Ethnographic Study, fall 2013.***
- ***Principle Investigator, Sending Students to Serve and Lead in the Developing World: and Ethnographic Study, spring 2013.***
- ***Principle Investigator, Revising Leadership in a Small Business, spring 2012.***
- ***Principle Investigator, Managing Servant-Leadership, winter 2011-2012.***
- ***Principle Investigator, Evaluating Soft-skills in the Hiring Process, winter 2010.***
- ***Principle Investigator, Changing Majors: College Students, Advisors, and Academic Metamorphosis, Milwaukee School of Engineering, winter 2007-2008.***
- ***Principle Investigator, Laptop Learning: How Computers Affect Performance in the Classroom, Milwaukee School of Engineering, winter 2006.***
- ***Ethnographic Lead, Wyoming Writer's Project, summers of 2004-2006.***
- ***Usability Engineer and Test Lead, Lindsay Communications, 2002–2003.***
- ***Usability Engineer, MSN Platform, 2001–2002.***
- ***Usability Engineer, Microsoft Advertising Technology, 2000–2001.***

- **External Researcher**, Pointshare Corporation, 1997–2000.
- **Ethnographic Consultant**, Service Learning Project, Washington State University, 1994–96.
- **Research Assistant**, Department of English, Washington State University, fall 1991.

ACADEMIC ADVISING EXPERIENCE

- **Academic Advisor**, Technical Communication Degree Program, 2006-2008.
- **Mentor**, Mentor Program at Milwaukee School of Engineering, 2004-2009.
- **Academic Advisor**, Student Advising and Learning Center, Washington State University, spring 1994–Spring 1997.
- **Academic Advisor**, *Alive!* Recruitment program, Washington State University, summers of 1994–1996.

ACADEMIC COMMITTEE EXPERIENCE

Milwaukee School of Engineering

- **Athletic Eligibility Appeals Committee**, 2012-present.
- **Technical Communication Advisory Committee**, 2014-present.
- **Retention Committee**, 2014-present.
- **Faulk Award Nomination Committee**, 2014.
- **Commencement Committee**, 2013-2014.
- **Honorary Degree Committee**, 2013-2014.
- **Diversity Scholarship Committee**, Enrollment Management & Financial Aid, 2011-present.
- **Title IX Investigation Committee**, Student Life, 2011-present.
- **Academic Endowment Committee**, Development, 2011-present.
- **Sexual Misconduct Committee**, Student Life, 2011-present.
- **C.A.R.E. Committee**, 2009-present.
- **Technical Communication Industrial Advisory Committee**, 2006-2014.
- **Faculty Development Committee**, 2007-2011.
- **Academic Advising Committee**, 2007-2009.

- **Incoming Student Committee**, 2009-2011.
- **Minority Student Committee**, 2009-2010.
- **Sustainability Steering Committee**, 2009-2011.
- **Faculty In-Service Committee**, 2009.
- **Faculty Senate**, 2007-2009.
- **Technical Communication Curriculum Committee**, 2006-2009.
- **General Studies Faculty Hiring Committee**, 2006-2008.
- **Online Education Committee**, 2005-2006.

Washington State University

- **Freshmen Seminar Facilitator Training**, 1996-97.
- **Freshmen Seminar Syllabus Coordination**, 1996-97.

PROFESSIONAL MEMBERSHIPS

- The Greenleaf Center for Servant-Leadership, 2008-2014.
- The Council for Programs in Technical and Scientific Communication (CPTSC), 2006-2009.
- Society of Technical Communication (STC), 2007-2008.
- National Council of Teachers of English (NCTE), 2006-2007.

WRITING LAB EXPERIENCE

- **General Studies Online Liaison**, Learning Resource Center, Milwaukee School of Engineering, 2003-2005.
- **Coordinating Tutor**, Writing Lab, Washington State University, 1991–1997.
- **Advertising Coordinator**, Writing Lab, Washington State University, fall 1994.
- **Writing Lab Intern**, Writing Lab, Washington State University, spring 1994.
- **Tutor**, Writing Center, University of Alaska, Fairbanks, 1988–1991.

AWARDS and AFFILIATIONS

- **Student Advocate Award**, Milwaukee School of Engineering, 2014.
- **Nominated for the Faulk Teaching Award**, Milwaukee School of Engineering, 2007.

- **Nominated for the Faulk Teaching Award**, Milwaukee School of Engineering, 2006.
- **Honorable Mention** in the 2005 Milwaukee Art Museum *Art of Poetry/Poetry of Art Contest*.
- **Nominated for the Faulk Teaching Award**, Milwaukee School of Engineering, 2005.
- **Second Runner-Up in the 2004 Marilyn Taylor Poetry Contest**, sponsored by Marsh River Editions.
- **Nominated for the Faulk Teaching Award**, Milwaukee School of Engineering, 2004.
- **Instructor of the Year Award**, Chapman University, NAS Whidbey Island, 2000.
- **Instructor of the Year Award**, Chapman University, NAS Whidbey Island, 1998.
- **Teaching stipends**, Washington State University and The University of Alaska, Fairbanks, 1989-1997.
- **Scholarship award winner**, *The Frank Fraser Potter Scholarship* in Philosophy, 1995.
- **Scholarship award winner**, *The Napa Valley Writer's Conference*, 1993.
- **Editor**, *Permafrost: A Literary Journal*, 1991.
- **Graduated cum laude**, Whitworth College, 1986.

DISSERTATION

Howell, David A. (1997). The Willingness to Write: A Qualitative Inquiry of Rich Writing Process for At-Risk Students in a Postmodern Environment. Unpublished doctoral dissertation, Washington State University, Pullman.

POETRY PUBLICATIONS

- In Sixteen Hands of Shadow, a chapbook of poetry. Red Roan Press: Whitefish Bay, Wisconsin.
- "Whenever the Unbelievable Visits Us, We Fall in Love," poem published in Pillow: Exploring the Heart of Eros.
- "Whenever the Unbelievable Visits us," "My Wife Sleeps on One Shore," "Embracing the Gentleness of the Roan's Neck," "I Cannot Sleep This Evening," and "How We Love Each Other," poems anthologized in 700 Kisses: A Yellow Silk Book of Writing.
- "Cicada" and "Lilacs" in *Ink Waves*.
- "In Sixteen Hands of Shadow," "The Girl from Toledo," "My Son, Drawing in the Milwaukee Art Museum," "Pen Trembles," and "Above the Tanana" appeared in *Free Verse*.
- "Anemia" appeared in *Barnwood Magazine*.

- "Dead Chinese Poets," poem published in *Cicada*.
- "At the Flower Shop," poem published in *Amelia*.
- "Susan and the Red Roan," poem published in *Trapeze*.
- "I Found Him Lying in Wildflowers," poem published in *Shades of Crimson*.
- "Reflection after Three Years in Alaska," poem published in *West Wind Review*.
- "The End of October" and a sequence of thirteen poems entitled "Days in India," published in *The Bellingham Review*.
- "Trees on the Slough," poem published in *Hawaii Review*.
- "Rain," "Bruise," "His Bridge Down Slough," and "Yours," poems published in *Caprice*.
- "A Bulkhead and a Lighthouse on Vashon Island," poem published in *Fairbanks Arts Magazine*.
- "I am Tired of Large Words" and "Steel Lines," poems published in *Permafrost*.
- "Shades of Gray," poem published in *American Poetry Anthology*.

INTERNET PUBLICATIONS

- Hewlett Packard SolutionAdvisor Guides:
 - ALTA PowerB20
 - Entrust Authority
 - Interlink Networks RAD-Series RADIUS server
 - Internet Security Systems
 - Public-Key Infrastructure
 - Sophos Anti-Virus
 - TradeWell EnyWare
 - Tripwire for Servers
- Webmaster for the MSN Help intranet site
- Webmaster for the Microsoft Advertising Technology intranet site
- Project Manager for the Pointshare corporate Internet Site
- Project Manager for *DiscoveryPoint*, the Pointshare medical Internet content site

- Editor of *Pointshare Bookstore Café*, an online medical bookstore working with Amazon.com
- Editor of *The Pointshare Connection*, hardcopy and online newsletters
- Project Manager and author of Pointshare Support documentation

TECHNICAL PUBLICATIONS

- Sales Guides, Sales Notes, Sales Presentations, and related documentation for Hewlett Packard
- Compaq Telecommunications Management Information Platform brochure
- The Concourse-ESP Solution Brief: Shattering the batch settlement window
- Compaq Telecommunications Management Information Platform solution briefs:
 - ACANTHIS KnowledgeWare solution brief
 - ADC Metrica/NPR solution brief
 - Altus Solutions solution brief
 - Amdocs ClearSupport solution brief
 - BMC PATROL solution brief
 - Compaq TeTMIP BSC solution brief
 - Granite Xpercom solution brief
 - Orchestream Service Activator solution brief
 - Peregrine Action Request System solution brief
 - Siemens SPOTS Mobile solution brief
 - SysMech CrossTalk solution brief
 - Compaq TeMIP Expert solution brief
 - Compaq TeMIP Fault Management solution brief
 - Compaq TeMIP Framework solution brief
 - Compaq TeMIP Service Monitor solution brief
 - Compaq TeMIP ServiceCenter solution brief
 - Compaq TeMIP TSC solution brief

PROFESSIONAL EXPERIENCE

- **Ken Cook Co.** (www.kencook.com), a product documentation company, Writing Consultant, January-February 2007.
- **The Write Stuff**, a technical recruiting and placement agency, Project Manager and Instructional Designer, 2003.
- **Lindsay Communications** (<http://lindsaycommunications.com>), a marketing arm for Hewlett-Packard and Microsoft, Project Manager and Technical Writer, 2002-2003.
- **Microsoft** (www.microsoft.com)
 - Advertising Technology: Instructional Designer and Technical Writer, 2001–2002
 - Enterprise Knowledge Management: Program Manager, 2000-2001
- **Pointshare Corporation**, a medical software company: Writer, Project Developer, and Web Researcher, 1997–2000.
- **Student Advising and Learning Center**, a center for student learning and retention at Washington State University, 1994–1997.

PROJECT EXPERIENCE

Project Manager and Developer

- Project Manager for The Write Stuff, coordinating technical writing and editing projects for Microsoft and other companies in the greater Seattle area.
- Project Manager and technical writer for the creation of the SolutionAdvisor guide, an online tool that helps HP sales representatives post online interactive marketing campaigns on www.hp.com.
- Project Manager and Writer for numerous HP partner sales guides, solution briefs, sales notes, and PowerPoint presentations: Baldwin, Hackett and Meeks, Sterling Commerce, Radiant Logic, Alta Solutions, Entrust, Internet Security Systems, etc.
- Developed and coordinated instructional design materials for the iDSS and TaxApp programs for Microsoft's MSN Platform (Microsoft internal at <http://adpoint>).
- Worked with the Microsoft Advertising Technology group to generate a series of online training modules for the Microsoft MSN advertising system.
- Program Manager for the redesign of the e^{KM} Web site, a revision that incorporates XML technology (Microsoft internal at <http://ekm>).

- Program Manager of an international team to develop the Service Offering Management Tool, a product that organizes objects for the greater e^{KM} community.

Instructional Designer and Technical Writer

- Created a trio of specifications documents for the second version of Microsoft's Enterprise Knowledge Management (e^{KM}) website, a redesign incorporating an advanced search interface and document management tool.
- Implemented Instructional Design, Help documentation, context-sensitive Help, and an online tutorial for RAMP, a product created by e^{KM} to help field workers stay current on Microsoft technology.
- Directed the Web Marketing team in the development of the Pointshare corporate Internet site, health information site, and countless internal intranet sites.
- Editor of the Pointshare online bookstore and newsletter.
- Created over a dozen requirements documents during the development of Pointshare online services.
- Created over a dozen Help documents for various Internet and intranet sites.
- Directed in implementation of Solution Selling materials for Pointshare services, a project that involved cross-team functionality throughout the company.
- Created and negotiated operations manuals for Pointshare corporate.
- Created and delivered instructional design materials that introduced the Pointshare community to its relationship with US West's DSL technology.
- Responsible for drafting and submitting e-mailings to Pointshare investors and customer base.

Quality Control Supervisor and Lead Graduate Facilitator

- Supervised The Freshman Seminar, Washington State University's Student Advising and Learning Center, 1996-1997.
- Created syllabi for an on-line interactive classroom.
- Coordinated and trained graduate students who helped coordinate and train undergraduate Peer Facilitators who assisted students in the implementation of The Freshman Seminar.
- Coordinated and trained undergraduate Peer Facilitators for the Washington State University Student Advising and Learning Center.
- Contoured the interactive writing element of The Freshman Seminar for the Student Advising and Learning Center at Washington State University.

- Contributed to the team-instruction of an Educational Leadership Seminar for the Student Advising and Learning Center at Washington State University.
- Coordinated The Electric Community Writing Program for the Student Advising and Learning Center at Washington State University.
- Created and implemented an on-line interactive classroom that worked in conjunction with the Student Advising and Learning Center *Excel* program.
- Managed the ongoing training—both interpersonally and electrically—for undergraduate facilitators who assisted students with pedagogical and technological problem solving strategies.
- Participated in the Writing Lab Management Team at Washington State University.

SOFTWARE EXPERTISE

- Adobe Illustrator 9.0, Allaire Homesite, HiJaak Pro, Macromedia Dreamweaver 4, Microsoft Access, Microsoft Excel, Microsoft FrontPage, Microsoft NetMeeting, Microsoft PhotoDraw V2, Microsoft PowerPoint, Microsoft Project, Microsoft Producer, Microsoft Publisher, Microsoft Raid, Microsoft Word, Visio, and QuarkXPress.

Windows 7 Professional, Windows XP Professional, Windows XP Home, Windows 2000,