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Thibodeau’s Thoughts

“Look at all the people you are on the journey with. Think of all those whom you would like to have with you in this moment but who for various reasons are not here, perhaps they are too sick or too old. Remember all your deceased loved ones. Gather all of these people and situations in your heart, and carry them with you to the door of Mercy.”

All of you, my friends, servants and leaders were with me as we walked through of the Door of Mercy while on pilgrimage to Rome and Assisi.

“We are pilgrims on the journey, we are travelers on the road, we are here to help each other, walk the mile and share the load.”

Servant Leaders journey together, celebrate together, work together, create hope and opportunities for others together. Thank you for the privilege of knowing you and being on this sacred journey, which is a path of service, humility, and sacrifice. Good work, hard work, noble work, holy work, our work to do together.

Peace and all good,
Tom
Tom Thibodeau, Director

Servant Leadership Library Resources

Polly Scott, Communication and Resource Librarian, Viterbo University’s Todd Wehr Memorial Library, wants you to know about the online SUBJECT GUIDE AND TUTORIALS created for MASL students. “The Research Guide contains research tutorials and links to scholarly resources for your assignments.” SVLD 690 Colloquium just got a little easier! Check it out.

The Viterbo University MASL offices have moved across the courtyard to the College of Business and Leadership’s Brophy Building, 2nd floor. Find Tom Thibodeau’s office at Brophy 214, Matthew Bersagel Braley, Brophy 215 and Maureen Cooney, Brophy 213. Contact info remains the same.
Alumni Audit
As alumni you have the privilege of auditing any MASL course for $100 per credit hour!
Contact Maureen Cooney for information.
mjcooney@viterbo.edu

Fall 2016
Course listing is tentative, check website for verification.
Dates listed below are required class meeting days.
Times are listed on VitNet.

Beginning August 29
SVLD 546 Politics and Servant Leadership, Matthew Bersagel Braley, August 29 - October 21, Seminar/Online, Meeting Dates: September 17, October 1, October 15, Saturdays, 8:00 am - 5:00 pm, Seminar and Online, 3 cr. elective course

SVLD 565 Stewardship: Franciscan Theology of Environmental Stewardship, Rick Kyte, August 29 - October 21, Seminar, Meeting Dates: September 9, 10, September 23, 24, October 14, 15, Fridays 5:00 pm - 10:00 pm, Saturdays, 8:00 am - 5:00 pm, 3 cr. elective course

Beginning October
SVLD 562 Serving, Leading, Healing, Matthew Bersagel Braley, October 24 - December 16, Online, 3 cr. elective course

Spring 2017
Course listing is tentative, check website for verification.
Dates listed below are required class meeting days.
Times will be listed on VitNet.

SVLD 501, Servant Leadership Theory and Practice, Tom Thibodeau, Seminar, Meeting Dates TBA, 3 cr. elective course

SVLD 502 Theological Inquiry in Servant Leadership, Matthew Bersagel Braley, Online TBA, 3 cr. core course

SVLD 504 Ethical Decision Making for the Common Good, Rick Kyte, Meeting dates: TBA, 3 cr. core course

SVLD 546 Franciscan Servant Leadership, Pilgrimage to Assisi and Rome, Italy, Study Abroad and Seminar, Tom Thibodeau, tentative trip dates are Friday, March 10th to Saturday, March 18th and Seminar dates TBA, 3 cr. elective course

Deadline to register for the pilgrimage is October 3, 2016
contact Taylor Lewis for specifics at tilewis@viterbo.edu

Register for courses on VitNet. See My VU. Room numbers, times and book lists are on VitNet. Course descriptions: http://www3.viterbo.edu/cat.aspx?c=SVLD

Graduate Writing
Dear Students,
This free service is offered through the Academic Resource Center for all Viterbo graduate students (both on-campus and off). Assistance is available for any paper (literature review, graduate thesis/dissertation, capstone paper, seminar paper, etc.), and I can also answer questions about formatting. Writing assistance is provided primarily online, but in-person appointments can be arranged. Students can submit papers to me electronically using this form. For all of the additional details about this service, you are welcome to check out our webpage. If you have questions about graduate writing assistance, do not hesitate to contact me. And please take advantage of this great resource!
Thank you,
Lindsay
Lindsay Cummings
Graduate Writing Specialist
Academic Resource Center
gradwriting@viterbo.edu

Register online now!
Register online starting November 7
The big questions persist even when the modern—and not-so-modern—institutions created to help us confront them fall short of our expectations, or more tragically our legitimate needs. I have been reminded of this truism lately in conversations with students as well as the general themes in our daily news cycle. We seem to be in a particularly animated “seeker” moment, not dissimilar from the time when Greenleaf was formulating his thoughts on servant leadership. We are grasping for a new way of being together in the world—a grasping that points to something about our fundamental need for meaning making in response to our shared experience of human finitude.

The radical call of servant leadership is to become regenerative agents within institutions, realigning them to be more responsive to the persistent—even insistent—questions our finitude confronts us with daily. But for leaders to become regenerative agents requires what Robert Greenleaf refers to as a practicing the “art of systematic neglect.” It is more than just saying no to yet another commitment in already overscheduled lives. It is about recognizing the relationship between being “online” and “offline”—to borrow a metaphor from our increasingly technological age. As scholars in many fields have begun to demonstrate, being offline is essential for all dimensions of human flourishing—from our physical and mental health to our ability to discriminate between meaningful work and distraction.

To be offline is to resist the notion that every action must be productive or efficient. Studying the origins of religion, Robert Bellah has suggested that our capacity for religious imagination emerges at a time in our evolutionary past when offline moments became possible, when every moment of our lives was not consumed with meeting our most basic needs for food, shelter, and security. Being offline creates the space necessary for confronting the persistence questions about meaning and for imagining that another way of being together is possible.

If we are to guide our modern institutions to be more responsive to the persistent questions and their insistent expression in the unmet needs of the most vulnerable in society, it would seem incumbent upon us all to practice the art of systematic neglect. The dignity of those whom we have the privilege of serving and leading makes resisting the tyranny of the now and going offline not a lifestyle choice, but a moral imperative.

Matthew Bersagel Braley, Assistant Professor
Coordinator, MA in Servant Leadership
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MASL Good News

How are you making a difference in our world? Share Your Good Work!
Email your good news to mjcooney@viterbo.edu

Emilio Alvarez, MASL student, and his wife, Emily, welcomed Blaise Francis to their family on Sunday, May 22, at 6 lbs. 9 oz.. Congratulations!

Derek Freese, MASL ‘Alum, is marketing manager with the Viking Coca-Cola Corporation. “I am excited for the opportunity to expand my support to individuals in a creative manner. This has been a great step into my journey as a servant leader. I feel that my greatest exploration as a young leader at Viking Coke has been that of creative capital and how organizations can benefit from creative individuals and programming. Thus far in my job I have created and am going to initiate this fall, a scholarship program for high school students. From here I am currently creating new initiatives and incentive programs. As a servant leader this is a great challenge, how do you quietly awaken the drive for greatness in everyone around you when apathy and monotony is rampant? I believe that I have been able to slowly awaken the hearts and the minds of individuals that I follow and support through creativity.”

Cary Heyer, MASL Alum and adjunct faculty, has been named the Public Relation Society of America-Madison chapter’s Communicator of the Year. The award is given to an individual who has exemplified superb consensus-building and two-way conversation skills, issues communications skills and participation in debates or other dialogue important to any south-central Wisconsin issue, crisis, cause or event. Cary is the Director of Communications and Strategic Marketing, Madison College, Madison, Wisconsin.

Continued on page 4
Deb Hoskins, MASL Student, writes “Paws 4 was awarded an Independence Grant by the Robert and Eleanor Franke Charitable Foundation in the 2016 spring round of grants.” Deb worked on that grant and helped write/contributed to it for Cary Heyer’s Fall 2015 SVLD 530 Grant Writing course.

Barbara C. Johnson, MASL Alum, recently conducted a workshop, “The Servant Leadership Model” with the Calvary Lutheran Church community, Golden Valley, MN.

Mary Jo Klos, MASL Alum, shares that she has returned to Gundersen Health System as a Patient Representative, Department of Service Excellence. “Very happy, love the work and the people!”

Michael Krueger, MASL Alum, is a member of the new Madison Catholic Worker group, the St. Francis Catholic Worker. He has served as editor on the organizing committee for the first, of what will hopefully become an annual, Good Friday Way of the Cross stations walk near the Capitol building. Roughly 75 people attended the walk which seeks to explore issues and problems in today’s society that call for justice and mercy. Each participant carried a cross used at the annual School of the America’s vigil.

Shawn McAlister, MASL Alum, facilitated a merger utilizing Rick Kyte’s ‘Four Way Method.’ “Tourism management and marketing for “La Crosse County” before the collaboration was diffused across several municipalities or entities resulting in the same or similar audiences being targeted; sub-optimizing the regions ability to take advantage of a more unified approach which provides for not only enhanced economies of scale, but unity of message and coordination of resources in order to promote the region as a signature tourism destination in the Upper Midwest and the Nation. All La Crosse County stakeholders gathered to give input on a new structure that would unify sales & marketing efforts. All possible solutions were considered, ensuring all parties were listened to. The benefits of a collaboration were considered and each municipality concluded that together we are much stronger than separate. The success of the entire group will lift up and make each city stronger.

Jill Miller, MASL Student, is the Pioneering Healthier Communities Coordinator at the YMCA, La Crosse. Read the Coulee Region WOMEN feature, pages 35-37, about Jill spearheading the new Community Food Forest at the YMCA-La Crosse.

Kalpesh Kumar Patel, MASL student, and his wife, Deep, welcomed their 2nd son, Ayan, on February 7, 2016 to their family. Congratulations!

Mark Schack, MASL Alum, is passing on a TORO article citing Servant Leadership as part of TORO’s success. Mark proudly identifies the unit pictured in article is made right here in Tomah, WI!

Ashley Skoczynski, MASL Alum, at the 2016 American Franciscan College and University Symposium presented her Colloquium research, “Spirituality, Self-care and Servant Leadership Also presenting were Matthew Bersagel Braley, MASL Faculty, “Seeing Things Whole: Toward a Pedagogy of Servant Leadership as Religious Practice” and Rick Kyte, MASL Faculty, “The Challenge and Promise of Franciscan Leadership: Valuing Goodness and Truth in a Technological World.”

Tom Thibodeau, MASL faculty, gave a TEDx Talk “Positive Power of Servant Leadership.”. Tom will be on sabbatical this fall semester. During this time of silent reflection Tom will attend a retreat with Jean Vanier in Trosly, France, will be presenting a paper at the International Roundtable on SL at Bifröst University ,Iceland, and speaking at National Catholic Educators Leadership Academy in Omaha, NE and a visiting lecturer St. John’s University’s School of Theology , Collegeville, MN.
MASL Colloquium Presentations

JOIN US THIS JUNE FOR THE COLLOQUIUM PRESENTATION ON JUNE 24.

Ryan Clark: Maintaining a Servant Leadership Culture During Generational Transition in a Family-Owned Business
Michelle Egstad: How a Health Care Organization Might Develop a Culture of Empathy*
Aimee Finley: Servant Leadership and Multigenerational Farm Success: A Case Study
Louise Hemstead: Executive Leadership Style and its Relationship to Succession Planning in a Family Owned Business
Debra Hoskins: How a Foundation Can Employ Servant Leadership Principles
Sarah Iverson: The Relationship Between Servant Leadership and Short Term Missions in Youth
Art Kostaras: A Study on Servant Leadership and the Future Growth of Corporations: An Exploration of Limits and Possibilities
Shawna Marquardt: Exploring the Impact of Hospitality & Relationship Building Between a College and K–12 System
MeMe Mihalovic: Pastoral Care and Cognitive Disabilities: A Servant Leadership Approach
Brian Nichols: The Emergence of Servant Leadership within the Department of Veterans Affairs
Lindsey Preston: Job Satisfaction, Servant Leadership, and Serving the Needs of Health Care Employees*
Tracie Shipman: The City that Servant Leadership Built
Donald William Skibba: Management Practices and High Employee Engagement: A Case Study
Lori Slattery Smith: Pilgrimage Activity: How Does Participation in Pilgrimage Activity Enhance Contemplative Practice & Support Growth as a Servant Leader
Alicia Stensberg: Servant Leadership and Employee Retention within a Long-term Care Agency

CONGRATULATIONS!
Meet the newest MASL Alumni, Graduate Hooding, Spring/Summer 2016!

Master's Scholarship in the Viterbo Research Collection
The Viterbo Research Collection [VRC] brings together graduate and undergraduate research produced at Viterbo University for everyone to access. The VRC is a great place to view past scholarship by Servant Leadership students, or view your own after its completed. You no longer need to have a Viterbo login or password to access the VRC. Please contact reference@viterbo.edu with any questions.

Serve the common good. Grow as a person. Lead change.
Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in The Servant as Leader, an essay that he first published in 1970. In that essay, Greenleaf said:

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

“The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

Robert Greenleaf recognized that organizations as well as individuals could be servant-leaders. Indeed, he had great faith that servant-leader organizations could change the world. In his second major essay, The Institution as Servant, Greenleaf articulated what is often called the “credo.” There he said:

“This is my thesis: caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. Whereas, until recently, caring was largely personal to personal, now most of it is mediated through institutions – often large, complex, powerful, impersonal; not always competent; sometimes corrupt. If a better society is to be built, one that is more just and more loving, one that provides greater creative opportunity for its people, then the most open course is to raise both the capacity to serve and the very performance as servant of existing major institutions by new regenerative forces operating within them.”

The servant leadership philosophy and practices have been expressed in many ways and applied in many contexts.

Source: [https://greenleaf.org/what-is-servant-leadership/](https://greenleaf.org/what-is-servant-leadership/)