Focus on Leadership: Servant Leadership for the 21st Century

Spears, Larry C. & Lawrence, Michelle (eds.)
Wiley, 2001
$34.97/416 pages

The editors of this book are connected to the Greenleaf Center for Servant Leadership, an international non-profit organization founded in 1969 by Robert K. Greenleaf, and located in Indianapolis, Indiana. The book contains significant contributions from many well-known authors in the field of servant-leadership, such as, but not limited to, Ken Blanchard, John Carver, Stephen Covey, Robert K. Greenleaf, and Margaret Wheatley.

Blanchard provides the forward to Focus on Leadership by quoting a passage from the Gospel that exemplifies Jesus’ message to his disciples on true leadership. “You know how those who exercise authority over the Gentiles lord it over them; their great ones make their importance felt. It cannot be like that with you. Anyone among you who aspires to greatness must serve the rest, and whoever wants to rank first must serve the needs of all” (NAB, Matthew 20: 25-27).

This book provides a series of essays that cover four significant relationships of the servant leader to: the individual, the workplace, the community, and the world. Each section provides five or more essays offering the latest thinking regarding servant leadership, supporting Greenleaf's vision of, and insights into, leading people at a higher level. The premise of the book begins with Greenleaf’s seminal essay that offers the driving question regarding servant leadership: “The servant leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants” (p. 1)?

Within the first section of the book, Spears offers ten characteristics central to the development of servant-leaders: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, community, and commitment to the growth of people. Although these characteristics are comprehensive in nature, they are by no means complete. I found that each characteristic offers a philosophical and spiritual dimension that creates a positive impact when working with employees and school communities. Within each characteristic the reader looks to the dual role of servant and leader as one real person.

Covey explores the four critical roles of leadership. The first, which I found to be essential to all the rest, is that of a role model, “one whose life has credibility with others, has integrity, diligence, humility, the spirit of servant-leadership...”
leadership, of contribution” (p. 27). The other three roles include leadership as pathfinder, leadership as alignment, and leadership as empowerment.

Carver offers the unique role of the board chair as servant leader. Carver provides a list of personal qualities that leads the chair of board to be the servant-leader. His list includes, personal integrity, ability to collaborate with the CEO, intelligence and conceptual flexibility, mindfulness of group process, a disposition of servanthood, and the ability to confront and lead. Carver contends “these characteristics are those of a person who is capable of being modestly in command” (p. 208). Carver makes the compelling argument that a chair of the board can only be in the role of servant-leadership if practiced willingly by a highly capable person.

Wheatley offers inspirational life stories when referencing the work of servant leadership in the world. She affirms Greenleaf by acknowledging his work as eternal wisdom, recognizing that “the criterion of successful servant-leadership is that those whom we serve want to serve others also” (p. 355). Wheatley provides a comparison to Greenleaf’s work by concluding “when we work as servants to others, we actually feel more at peace” (p. 361).

The concept of servant leadership should always be the premise for which school leaders carry out their vocational and ministerial call. I highly recommend the reading of this inspiring and practical book, especially for individuals in ministerial leadership who are not familiar with Greenleaf’s work. In reflecting on this book, it is my deepest hope that my life mirrors my ministry, and my sincerest prayer that my ministry mirrors my life.

CONGRATULATIONS TO:

the students of St. Mary School, Branford, who were featured in an article in the New Haven Register on October 21, 2010, highlighting the students “real-time” conversations with children in an orphanage in India and St. Mary’s Indian-born, assistant pastor, Rev. John Kuzhikottayil, through the wonders of the Internet and Skype.

Our Lady of Mount Carmel School, Waterbury and St. Timothy Middle School, West Hartford, winners of 32” Panasonic HD televisions at the Catholic Educators’ Conference generously donated by Advanced Copy Technologies, Inc. represented by Andy Crispens.

Cynthia B. Howard, Executive Director of the Foundation of Catholic Schools, on the birth of her granddaughter, Anna Pax Small, on Friday, October 22, 2010.

TRANSITIONS:

Suzanne Monaghan, who is retiring following a successful and rewarding twenty-year (20) career as both a teacher and administrator in the Archdiocese of Hartford. For the past eight (8) years, she has served as the Assistant Principal at St. Mary School, Waterbury, and for the previous twelve (12) years, as a third grade teacher at St. Mary School, Waterbury. May she have a long and fulfilling retirement.

PLEASE PRAY FOR:

Michael Jones, the husband of Jeanne Jones, a teacher at St. Augustine School, Hartford, who passed away unexpectedly on Thursday, September 30, 2010. May his soul rest in peace and may Jeanne find solace in the support of her St. Augustine School community.

Anne Anderson, the founder of Future Musicians, Inc. (FMI), who entered into eternal life on Saturday, October 23, 2010. In 2008, Anne sold FMI to James Corcorn and this program continues to flourish in the Archdiocese of Hartford under his leadership. May the soul of Anne rest in peace!

gkeene@adh-ocs.org, VISION 2010 editor  November 1, 2010  2
Concert for St. Cecilia’s Day: The Cathedral of Saint Joseph’s Concert Series Sacred Sounds presents A Concert for St. Cecilia’s Day on Monday, November 22, 2010, at 8:00 p.m. given by the Archdiocesan High School Choir. Catholic high school students throughout the Archdiocese of Hartford unite their voices in song in honor of the patron saint of music and musicians, St. Cecilia. The program will feature a movement from George Frederick Handel’s “Ode for Saint Cecilia’s Day” in addition to works by Brahms, Holst, and others. The concert will be a culmination of a day-long festival of rehearsals with the Cathedral’s Assistant Music Director, Colin Britt. This event promises to be a unique opportunity to hear the future of music in the present. For more information call the Cathedral Music Office 860.249.8431 or go to www.cathedralofstjoseph.com.

Christmas Reception: Please place the date of the Office of Catholic Schools’ Christmas Reception on your calendar now and look forward to joining us for a lovely evening of great food, beautiful music, and wonderful company. The holiday festivities will take place on Wednesday, December 1 from 5:00 – 7:00 p.m. in the Alumni Lounge of the Archdiocesan Center at St. Thomas Seminary.

International Students: If schools become aware that an international student is planning to travel for the holidays, please contact Larry Duffany for an updated I-20 form at lduffany@adh-ocs.org.

Virtus Sessions: There is a Virtus Session scheduled on November 17, 2010 at St. Augustine School, Hartford, from 6:00 to 9:00 p.m. Contact Larry Duffany to register at lduffany@adh-ocs.org.

Diploma Purchases: The Archdiocese of Hartford has renewed the agreement for parish schools to purchase diplomas and covers exclusively from Herff Jones. Herff Jones will continue to bill the schools directly. Any questions may be directed to Heather Bailey at 800.635.5670 ext. 129 or hrbailey@herffjones.com. Please refer to policy and procedure 5.304.

2011 Administrators’ Convocation: The 2011 Administrators’ Convocation will be held on Monday and Tuesday, August 8 and 9, 2011 at Waters’ Edge Resort, Westbrook. Additional information will be forthcoming.

The Prayer of the Month, written by Jaecee Martin, a sixth grade student at St. Bridget School, West Hartford, will be featured on the Office of Catholic Schools’ website for November.

Faith Formation Courses: On line registration for the first cycle of 2011 courses in faith formation through the University of Dayton is now open through January 19. Classes begin on January 23; of the required courses, five are being offered online during Cycle 1: Catholic Beliefs, Sacraments, Old Testament, New Testament, and Survey of Catholic Social Teaching. Teachers are reminded that until they complete the required courses, they should only be selecting from the list published by the Office of Catholic Schools.

Knights of Columbus Spelling Bee: The Connecticut State Council of the Knights of Columbus has announced their annual Catholic School Spelling Bee. Schools will be receiving detailed information soon from Mark Valero, D.D., mavalerio@comcast.net.
E-rate Update: We have been notified that e-rate funds have been held up and have not, as yet, been distributed. Approval of all district applications is still pending. Therefore, schools that submitted e-rate applications last year for this year’s telecommunications bills have not seen their discount on their phone bills. Discounts are expected and will be pro-rated. More information will follow as soon as it becomes available. Schools that submitted an application for this year will be processed as usual.

Early Childhood Instructional Support Sites: The following are recommended Internet sites that offer teachers of early childhood grades free resources for their students and their classrooms:

- www.starfall.com – phonics-based site to supplement reading programs for early and emergent readers
- www.bbc.co.uk/cbeebies/ - interactive stories for early readers; can be used with interactive white board technology for whole class instruction
- www.spellingcity.com – offers instructional practice in spelling that connects spelling with vocabulary, technology, and parent involvement; appropriate for early childhood and primary grades

Special Professional Development Day, November 24, 2010: We look forward to welcoming all Catholic elementary teachers and support staff to a day of professional development on November 24, 2010, at the Crowne Plaza Hotel Hartford-Cromwell, from 8:30 a.m. to 12:30 p.m. We are pleased to welcome Richard Burke, President, CEO and Senior Executive Consultant of Catholic School Management, who will be presenting on the topic, "The Roles of the Professional Educator, Support Staff and Volunteers in Marketing the Catholic Elementary School for Image and Enrollment.” Mr. Burke will discuss the many ways that principals, teachers, secretaries, administrative assistants, receptionists, and bookkeepers can contribute to marketing the value of Catholic school education. Invitations are being sent to principals on behalf of their staff, and responses will be due by November 15. All elementary schools will be closed on November 24, 2010.

Council for American Private Education (CAPE) Videos: CAPE has three new online videos that schools can use, free of charge, to enhance their websites and help visitors appreciate the critical value of religious and independent schools. The latest entry, Private Schools: Serving the Public Good, is a fast-moving collage of sights and messages, available in either a two-minute or four-minute version. CAPE’s original video, Private Education: Good for Students, Families, America, has already been viewed more than 7,500 times on YouTube, Facebook, and school websites. It provides a succinct four-minute overview of how private schools promote the public good and provide a path to a promising future. You can view all three videos on CAPE’s website, www.capenet.org, along with instructions on how to embed them on your school’s website.

2009-2010 Compilation Reports, October 1 Due Date: Compilation reports for elementary schools, prepared by a Certified Public Accountant (CPA), were due on October 1, and are required to comply with NEASC accreditation requirements. If you have not sent in your Compilation report, please submit as soon as possible or advise Kenneth Przysiecki, CPA, Director of School Finances, at kprzysiecki@adh-ocs.org as to when he can expect the report.

Effect of 2011 Insurance Benefit price increases on your 2010/2011 School Budget: The blended Insurance Benefit rates provided last year to assist you in preparing your 2010/2011 school budgets were calculated sufficiently to reflect the new rates recently provided. There will be no negative impact on your 2010/2011 school budgets for these benefit increases.

Cash Flow Report: This new report is required on the 15th of each month which began October 15, 2010. These reports should be prepared on The Cash Flow Template for 2010/2011. The template, a Cash Flow Exhibit, and explanatory instructions (“Basics when doing a Cash Flow Report”) can be found on the Office of
Catholic Schools’ website, under Administrators’ Login, Secure Downloads, Finances. Downloading the instructions for your Business Managers will be imperative if they did not participate in the Cash Flow conference call workshops provided in August.

**Preliminary Elementary Budget Template for 2011/2012:** The budget template for 2011/2012, along with supporting documents, is projected to be on the Office of Catholic Schools’ website by December 15. It is not too early to start planning for the next school year. Some issues to consider:

- Based on the Cash Flow Reports being submitted, determine if there is a cash short fall projected for the current 2010/2011 school year. If so, adjustments to compensate must be made to insure that the 2011/2012 preliminary budget ends with a “planned” surplus. The purpose of the Cash Flow Report is to provide cash flow guidance throughout the year, as well as a better understanding of projected cash by year end. It may be evident following the preparation of the January 2011 Cash Flow Report as to whether projected cash short fall is developing.

- Consider building into your tuition budget an amount for reduced tuition for “negotiated reduced tuition arrangements” to assist in filling grades with low enrollment numbers. This concept was discussed at the recent Parent’s Ambassador Workshop presented by John Cooper, of the Institute of School and Parish Development. The session focused on “parents as a vital part of the enrollment team”. This idea is far better than having empty seats in the classroom.

**School Board Workshops for Finance and Strategic Planning Committees:** The Office of Catholic Schools is facilitating a number of workshops in the coming months that are most relevant for local school board members. On November 1, there will be two board workshops held concurrently, one focused on finance and the other on strategic planning. The meeting begins with Mass at 4:30 p.m. in the Chapel of the Archdiocesan Center at St. Thomas Seminary. Both workshops will take place at 5:00 p.m. and include a light supper.

### DUE DATES

- **Periodic Inquiry and Source Report** due to School Advancement via dnewell@adh-ocs.org
- **2010 Annual Report – High School Information** due to Anne Clubb at aclubb@adh-ocs.org
- **Elementary School Final Budget (2010-2011)** due to Ken Przysiecki at kprzysiecki@adh-ocs.org

**November**

5 **Elementary School Open House Dates for Catholic Schools Month** due to Diane Newell at dnewell@adh-ocs.org  
15 **Elementary School Monthly Cash Flow Report** due to Jim Giangreco at jgiangreco@adh-ocs.org  
17 **Virtus Session** at St. Augustine School, Hartford, RSVP due to Larry Duffany at lduffany@adh-ocs.org  
19 **Office of Catholic Schools Christmas Reception RSVP**, due to dnewell@adh-ocs.org, or 860.242.4362, ext. 2663  
19 **Archdiocesan School Board Committee Reports** due to Executive Committee via gkeene@adh-ocs.org  
26 **Non Public School Report (Form ED 159)** copies due via U. S. Mail to Office of Catholic Schools, c/o Dale R. Hoyt, the Connecticut State Department of Education, and the local superintendent of public schools
NOVEMBER
1  All Saints Day
1  School Board Workshop for Finance and Strategic Planning Committees, Archdiocesan Center at St. Thomas Seminary, Bloomfield, Mass 4:30 p.m., Workshop 5:00 – 6:30 p.m.
2  All Souls Day
3  Teacher Appraisal Committee Meeting, Office of Catholic Schools, 9:00 – 11:00 a.m.
4  NE CACE Administrators’ Professional Day, Archdiocesan Center at St. Thomas Seminary, Bloomfield, 9:30 a.m. – 3:00 p.m.
8  Archdiocesan Curriculum Commission Meeting, Office of Catholic Schools, 3:00 – 4:30 p.m.
11 Veteran’s Day (OCS Open – Schools Closed)
16 Principals Advisory Council for Elementary (PACE) Schools, Office of Catholic Schools, 10:00 a.m.
16 Curriculum Conversations, St. Dominic School, Southington, 2:00 – 4:00 p.m.
17 Virtus Session, St. Augustine School, Hartford, from 6:00 – 9:00 p.m. Contact Larry Duffany to register at lduffany@adh-ocs.org
18 National Catholic Educational Association (NCEA) Principals’ Appreciation Day
22 Archdiocesan High School Choir Concert in Honor of the Feast of St. Cecilia, Cathedral of St. Joseph, Hartford, 8:00 p.m.
24 Elementary and Middle School Professional Development Day: The Roles of Professional Educators and Support Staff in Marketing, Crowne Plaza Hotel, Cromwell, 8:30 a.m. – 12:30 p.m. (Registration begins at 8:00 a.m.)
25-26 Thanksgiving Holiday (Office of Catholic Schools Closed)

DECEMBER
1  Office of Catholic Schools Christmas Reception, Archdiocesan Center at St. Thomas Seminary, Bloomfield, 5:00 – 7:00 p.m.
2  Connecticut Federation of Catholic School Parents, Board of Trustees Meeting, The Catholic Center, Bridgeport, 6:00 p.m.
6  Archdiocesan School Board Meeting, Office of Catholic Schools, 6:30 p.m.
8  Feast of the Immaculate Conception (Holy Day of Obligation)
24 Christmas Eve (Office of Catholic Schools Closed)
25 Christmas Day
27 Monday after Christmas (Office of Catholic Schools Closed)