Community Foundation of Howard County

The Power of Servant Leadership

Beverly White-Seals
President & CEO
Who Am I?

Nonprofit Volunteer

US Dept. of Labor
The Rouse Company
Johns Hopkins Medicine

Wife & Mom

President & CEO
Community Foundation of Howard County

Born Washington DC
Calvin Coolidge High School
Ohio Wesleyan
Columbia University School of Law
Origins of the Servant Leader Concept

• The term servant-leadership was first coined in a 1970 essay by Robert K. Greenleaf (1904-1990), entitled The Servant as Leader.

• Background in management training (38 yrs. at AT&T) and 25 years consulting on Servant Leadership.

• Greenleaf discusses the need for a better approach to leadership, one that puts serving others—including employees, customers, and community—as the number one priority.
Qualities of the Servant Leader

• Is “first among equals”
• Uses power honestly
• Cares for details
• Cares for constituents
• Helps people
• Reaches out to constituents
• Tries to inspire others
• Adapts to fit situations
Examples of Servant Leaders
A servant leader is a person who focuses on enriching the lives of individuals and improving the organizations and communities they serve.
Local Servant Leader
Example of a Local Servant Leader

• In the late 1940s, he became involved with rehabilitating (not bulldozing) Baltimore slums, eventually serving on the President's Advisory Committee on Government Housing Policies and Programs where he helped develop the nascent concept of urban renewal - a word that once had more optimistic connotations.

• In Rouse’s view, we're at our best in smaller communities where there is a sense of responsibility to one's city and to one's neighbor. He imagined a beautiful, self-sustaining American City—a new America, really--that fostered economic, racial, and cultural harmony. The name of this new city on a hill: Columbia.
In the early 1960s, James Rouse bought up huge swaths of farmland in order to create one of the country’s first planned communities, the town of Columbia in Howard County Maryland.
Historical Context

In building a city for 100,000 people, he had four main goals:

1) to create a fully self-sustaining city, not just a better suburb, where residents would both live and work,

2) to respect the land,

3) to produce the most accommodating environment for the growth of people, and

4) to make a profit.
Revitalization of Urban Environments

- Harborplace in downtown Baltimore was developed by The Rouse Company and opened in 1980.

- The first General Manager of Harborplace and a Rouse Company Vice President was Anthony Hawkins, an African American.
For the Shareholders
For the Employees

• Cottage Program

• Part-time for professionals

• Individuals with disabilities

• Annual Celebrations

• Zero tolerance for harassment

• Staff Affirmative Action Program established in late 1970s to increase minority talent throughout the Company
Recognized as Best in Affirmative Action

- US Department of Labor honored The Rouse Company with the EVE Award in 1995. This award is given to approximately 12 federal contractors each year for exemplary affirmative action efforts.

- In 2001, the Company was honored with the Secretary’s Award which is given to just one company every year for the highest standards of commitment to affirmative action.
What is valued is rewarded!

- Compensation for leadership was tied, in part, to performance in achieving institutional diversity and inclusion goals.

- At the departmental level, conversations were held annually with the VP for Human Resources to discuss company affirmative action hiring and promotion goals.
For the Community

- Creation of interfaith centers
- Commitment to open housing
- Walking paths and lakes
- Street names from famous works of art and literature
- Architectural Guidelines
Established in 1969 by James Rouse, The Columbia Foundation is the oldest community foundation in Maryland.

Name changed in 2013 to the Community Foundation of Howard County to reflect the population growth in Howard County beyond the 5 villages that form the town of Columbia.
What exactly does a Community Foundation do?

- A community foundation marks the intersection between what a community has and what a community needs.

- The Community Foundation of Howard County strives to improve the quality of life in Howard County by promoting local philanthropy and providing coordinated endowment and grant making services that connect donors’ passions with community needs, both now and in the future.
The Concept of Planned Growth

“There are no dramatic innovations in Columbia; really nothing that hasn’t been done somewhere before. Its plan simply pulls together through concern and careful craftsmanship an environment in which individuals and their families are dignified and their institutions afforded a decent opportunity to respond to their changing needs. This is what a truly balanced community ought to do.”
Presidential Medal of Freedom

Howard County currently has over 300,000 residents and is consistently at or near the top in national ratings for the following:

- Best School System
- Healthiest Communities
- Wealthiest Counties
- Top Place to Live
- One of the highest percentages of foreign born residents in the State of Maryland
What can be learned from The Rouse Company experience?

- Is “first among equals”
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- Helps people
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- Adapts to fit situations
Putting my money and time where my mouth is!

- Maryland University of Integrative Health, Board of Trustees (current)
- Columbia 50th Anniversary Celebration, Board of Trustees (current)
- Community Foundation of Howard County, Board of Trustees (current)
- Real Estate Charitable Foundation of Maryland, Board of Directors (current)
- Inner Arbor Trust, Board of Trustees, Secretary
- Howard County General Hospital, Board Chair
- Howard County General Hospital Community Relations Council, Founder and Co-Chair
- Howard County Hospital Foundation, Co-Chair, Capital Campaign
- Johns Hopkins Medicine, Board of Trustees
- Heifetz International Music Institute, Board of Trustees
- Baltimore Human Relations Commission, Volunteer Mediator
- Horizon Foundation, Board of Trustees
- Vantage House Senior Living Community, Board of Trustees
- Ballet Royale Company, Chair, Board of Trustees
- Maryland State Bar Association, Member, Character Committee
- Howard County Arts Council, Board of Trustees
- Leadership Howard County
- Voices for Children, Court Appointed Special Advocate, Volunteer
- Hospice Services of Howard County, Board of Trustees
- Columbia Interfaith Housing Corporation, Board of Trustees