

Robert K. Greenleaf Papers

This is the original finding aid that was prepared by Andover Newton Theological School library staff prior to the collection's transfer to the Yale Divinity School Library in 2017.

The Greenleaf papers are now Record Group 287 at the Yale Divinity School Library. The finding aid available at <http://hdl.handle.net/10079/fa/divinity.287> should be used to retrieve materials for use. This original finding aid is made available in order to provide additional detail about the collection.

If you have questions, please contact the Yale Divinity Library at divinity.library@yale.edu

ANDOVER NEWTON THEOLOGICAL SCHOOL
FRANKLIN TRASK LIBRARY
SPECIAL COLLECTIONS

Greenleaf, Robert
An Inventory of His Papers

OVERVIEW OF THE COLLECTION:

Creator:

Title: Greenleaf, Robert - Papers

Date:

Donor:

Quantity:

Location: C.S. Mss. 1989-2

Box 1

Journal, 1940-1943

Dreams, c.1958-1962 (3 notebooks & 2 folders)

Notes from work with Jungian analysts Ira Progoff and
Martha Jaeger

Autobiography

Miscellaneous notes on autobiography project

[Hole in the hedge philosophy] - 1954

[Narrative of life and work through 1920s] -

2 drafts/undated

My work with AT&T - 2 drafts/undated

My work in education - draft/undated

My work with churches - draft/undated

My work with foundations - 2 drafts/undated

My work in India - draft/undated

Age 40-60: What I did with those years - draft-3/15/86

[Narrative of life and work after age 60] - draft/undated

The institution as servant, reflections on experience -
draft/undated

Box 2

Correspondence

Undated

1931-1945

1946-1963

1964-1967

1968-1970

1971-1972

1973

1974

1975

1976 (2 folders)

1977 (4 folders)

1978 (3 folders)

Box 3

Correspondence

1979 (5 folders)

1980 (8 folders)

1981 (8 folders)

Box 4

Correspondence

1982 (8 folders)

1983 (7 folders)

1984 (folders 1-3)

Box 5

Correspondence (cont.)

1984 (folders 4-11)

1985 (8 folders)

Box 6

Correspondence

1986 (8 folders)

1987

1988

Correspondence Concerning RKG and the RKG Center (Not To or From RKG)

1982-1993

Subject Files

F. M. Alexander (1941-1952)

- correspondence with F.M. Alexander
- articles about work of F.M. Alexander
- photographs

Articles and clippings (categories reflect Greenleaf's organization)

- Coercion, Manipulation & Persuasion*
- Gandhi, Nehru, India*
- Leadership, Trustee*
- Miscellaneous Papers* (2 folders)
 - includes article "A Good Man Is Hard to Find" (Fortune [March 1946]) which Greenleaf notes was catalyst for his major work at AT&T
- Organization* (2 folders)
- Quotes - Interesting People* (3 folders)
 - J. Albers, W. Baziotos, C. Bell, R. Bethers, G. Braque, T. Brenson, M. Buber, J. Conrad, A.K. Coomaraswamy, M. Davidson, E. Delacroix, D. deRougemont, K.S. Dreier, R.W. Emerson, E. Fromm, C. Fry, W.J. Gabb, E.J. Garrett, A. Gide, E. Gilson, M. Graves, C.J. Jung, P. Klee, D.H. Lawrence, J. MacMurray, A. Malraux, H. Matisse, R. Motherwell, A. Ozenfant, I. Penington, P. Picasso, E. Pignon, A.C. Richie, C. Rogers, W. Saroyan, P. Soulanges, D.T. Suzuki, F.H. Taylor, E.G. Vining, A.W. Watts
- Quotes and Clips - Important*
- Servant Ideas*
- Servant or Competitor*

Box 7

Carleton College (1934-1967) 3 folders

- correspondence with Donald J. Cowling, President of

Carleton College, concerning how educational institutions should serve the public good. Some of this correspondence contains information on Greenleaf's early involvement with The Cooperative League.

- correspondence with Henry Pratt Fairchild, Professor of Sociology at New York University, and E.R. Bowen, General Secretary of *The Cooperative Society*,

- concerning the work of The Cooperative League

- correspondence with John Nason, President of Carleton College, concerning a tribute to D.J. Cowling

Catholic (1978-1984) 3 folders

- correspondence with Archbishop Joseph L. Bernardin and others concerning a theology of institutions

- responses of Roman Catholic leaders to "Persuasion as Power" and other Greenleaf writings

- material from the National Catholic Educational Association pertaining to Catholic theological education

- clippings on leadership in the Catholic church

Center for Applied Studies (1968-85) 6 folders

- clippings on education in the United States

- memos and reports concerning Greenleaf's work as Executive in Residence at Fresno State College School of Business (1968)

- memos, business reports, correspondence, and other material pertaining to the Center which was renamed The Robert K. Greenleaf Center in 1984. (Initially it was organized as The Center for Applied Ethics, Inc.)

The purpose of the center was to study and publish material regarding the optimal structure of institutions. The Center published and distributed many of Greenleaf's works.

Cheswick Center (1975-1976) 2 folders

- summary report of the Secondary School Chairmen Seminar, a meeting to discuss the work of chairmen and the writings of Greenleaf. (Greenleaf was a staff member of The Cheswick Center.)
- transcripts of discussions
- biographical information on Center staff

Church of the Saviour (1975-1984) 4 folders

- correspondence and memos; includes information on church mission projects
- note cards from a talk presented by Greenleaf
- material from a "Money Event," including a paper on "Giving and Receiving Gifts of Money," which was presented by Greenleaf
- various publications and brochures*

Council of Foundations (1973-1985)

- material from the Council's 20th Annual Conference, at which Greenleaf led a session on "Issues and Answers About Trusteeship"

Box 8

Deurinck (1973-1985) 3 folders

- correspondence with Gaston Deurinck of Fondation Industrie-Universite, concerning social policies of Balamundi, a Belgian company; includes some correspondence with Roman Catholic administrators

Fable (1983-1987) 3 folders

- requests for the "Fable" which is referred to on the last page of the publication The Servant as Religious Leader (see the unpublished essay, "A Fable" [1983])

Ford Foundation (1963-1970) 2 folders
 - memos and correspondence concerning Greenleaf's work with the Foundation - Department of Administration Public Affairs Program and South Asia Program; includes material on staff development, the role of a trustee, and education for public service

Ford Foundation - India (1963-1971) 8 folders
 - memos, reports, and correspondence concerning Greenleaf's work in India with the Foundation; includes material on the Administrative Staff College at Hyderabad

Frost (1961-1972) 2 folders
 - Greenleaf notes on Robert Frost
 - responses to the Greenleaf writing "Robert Frost's *Directive* and the Spiritual Journey" (1963)
 - clippings and articles about Frost*
 - correspondence and material from Lesley Frost Ballantine, Robert Frost's daughter*

Box 9

Gandhi - John Woolman (1977)
 - responses to the Greenleaf article "Overcome Evil with Good" (1977)
 - background material and notes which compare John Greenleaf Whittier to Gandhi and address how their individual philosophies and strategies were shaped

Harvard Divinity School (1965-1971)
 - correspondence pertaining to Greenleaf's work on the Visiting Committee of Harvard Divinity School

Gerald Heard (1955-1966) 3 folders

- correspondence with Gerald Heard, a writer and friend who shared Greenleaf's interests in spirituality and psychology; includes information on Greenleaf's experimentation with LSD
- obituary of Heard

Abraham Heschel (1973)

- responses to the Greenleaf writing "Abraham Joshua Heschel: Build a Life Like a Work of Art" (1973)
- clippings and other information on Heschel*

Hill Foundation (1973-1975) 2 folders

- correspondence and other material related to Greenleaf's work with the Hill Family Foundation (in 1975 renamed the Northwest Area Foundation); pertains mostly to programs to help private colleges

Humanities Project (1958-1976) 2 folders

- material from an AT&T program to identify and develop management potential. This project culminated in publication of *The Study of the Humanities as an Approach to Executive Development* by G.T. Bowden and Greenleaf.

Inner City Church (1984) 2 folders

- responses to the unpublished writings "The Center City Church as Servant to Its Community" and "The Inner City Church as Servant to the Community" (both undated)
- correspondence, memos, and other material pertaining to inner-city churches and community organization; includes information on the Near Eastside Church and Community Ministry Project

Intuition Seminar - MIT (1962-1963) 2 folders
- material from a course titled "Intuition in Strategy and Decision Making," taught by Greenleaf while a visiting lecturer at Harvard Business School and the Sloan School of Management at MIT

Leadership - College Programs (1968)
- essays and reports on leadership of college programs primarily at Ohio University, Brown University, and North Carolina State; work done in conjunction with the North Carolina Leadership Institute

Lilly Endowment Fund (1972-1984) folders 1-3
- memos and correspondence related to Greenleaf's work with the Lilly Endowment Fund; includes material on philosophy of philanthropy, support for liberal arts colleges, State of Indiana Foundation, styles of teaching, administrative policies, trusteeship, use of staff resources, and community development

Box 10

Lilly Endowment Fund (1972-1984) folders 4-8

Loveless (1975-1979)
- correspondence with William Loveless, President of Columbia Union College, concerning faculty-president relations, development of the faculty as leaders, and chairman's institute

Mailing lists* 2 folders
- various mailing lists
- lists of participants at various conferences

Management Objectives Program (1963-1964)

- material from the Management Objectives Program
Greenleaf taught at Dartmouth College
- proposal for Dartmouth Fellowships in Administration

Massachusetts Institute of Technology (1971-1977)

2 folders

- correspondence with various administrators of MIT
- commencement speech delivered by Howard W. Johnson,
written in collaboration with Greenleaf
- document from work of Program for Senior Executives
(1959-1960)

Mead Corporation (1970-1977)

- memo, correspondence and position papers related to
Greenleaf's work with the Mead Corp.

Mentoring (1983-1985) 3 folders

- correspondence and other material concerning a
mentoring program for urban pastors

Nashville (Indiana) Conference (1977) 2 folders

- material from Conference on Undergraduate Leadership
Potential conducted in 1977 in Nashville, Indiana, by
the Center for Applied Studies

North Carolina Visit (1975-1976)

- correspondence with people at Salem College, North
Carolina State University, and Warren Wilson College

Northwest Area Foundation (1977-1978)

- correspondence pertaining to Greenleaf's work with
the Foundation (formerly Hill Family Foundation)

Ohio Bell Telephone (1929-1931) folders 1-3

- correspondence and photographs pertaining to

Greenleaf's work with Ohio Bell

- material from an Algebra course which Greenleaf developed and taught to Ohio Bell foremen

Box 11

Ohio Bell Telephone (1929-1931) folder 4

Ohio Bell Telephone - Henry Meade (1942)

- information on Henry L. Meade, an early supervisor of Greenleaf at Ohio Bell

Persuasion (1978)

- miscellaneous notes by Greenleaf
- responses to the unpublished essays "The Ethics of Strength" and "Persuasion as Power" (both undated)

Post Office (1966)

- memos and correspondence concerning Greenleaf's consulting work with the United States Post Office; deals with image problems

Quakers - Tom Brown 2 folders

- correspondence with Thomas S. Brown, Executive Director of the Friends Council on Education and Clerk of the Board of Managers at Pendle Hill

Quakers - Memoirs (1937-c.1969) 3 folders

- miscellaneous personal correspondence pertaining to the Greenleaf family's membership and involvement in Quaker meetings

Quakers - Mission to the Quakers (1937-1986) 3 folders

- statements by Greenleaf concerning his work with the Quakers
- material on the faith, practice, and history of the Quakers; written by Rufus M. Jones (who was a neighbor of Greenleaf in 1936)
- correspondence concerning articles published in the *Friends Journal* (see published writings)

Quakers - Pendle Hill (1976-1979)

- bulletins from Pendle Hill, a Quaker study center*
- writings of Parker J. Palmer, Dean of Studies at Pendle Hill
- correspondence with Parker Palmer and Thomas Brown

Quakers - Pendle Hill Conference (1976) 2 folders

- material from a conference for clerks of school committees, held at Pendle Hill on April 23-25, 1969; Greenleaf was a major participant
- unpublished essay, "The Future of Friends Secondary Schools" (draft, undated)

References to Greenleaf's work (1975-1987) 3 folders

- articles and essays which refer to Greenleaf's work
- book reviews of Greenleaf's writings
- letters

Seminaries (1979-1985) 4 folders

- papers and correspondence pertaining to Greenleaf's work with seminaries
- unpublished essay, "Religious Leadership for These Times: An Hypothesis" (undated)

Box 12

The Servant as A Person (Jefferson House) (1975-1977)

6 folders

- responses to early drafts

Servant Leadership (1977)

- responses to publication

Servant: Retrospect and Prospect (1980)

- responses to publication

Bennett Sims (1983-1985) 3 folders

- correspondence with Bishop Bennett J. Sims who started the Institute for Servant Leadership at Emory University
- newsletters from the Institute for Servant Leadership
- clipping on Bishop Bennett J. Sims

Sisters of Mercy (1976-1983) 3 folders

- correspondence, essays and memos pertaining to Greenleaf's work with the Sisters of Mercy Health Corporation

Strength (c. 1978) 2 folders

- responses to the unpublished essays "The Ethics of Strength" and "An Observer's View of the Chief Executive Officer's Role"
- material pertaining to the CEO's role
- material from the Business Roundtable Task Force on Economic Organization

Theology of Institutions (1978-1980) 2 folders

- material pertaining to a seminar on "The Bishop as Leader," held in Washington, DC, 1979; included is Greenleaf essay, "Note on the Need of a Theology of Institutions," written in reponse to the seminar
- writings by Richard Broholm on a theology of institutions

Box 13

Trustees as Servants (Revised) (1975) 2 folders

- responses to publication

Unitarians (1975-1977)

- material from a retreat of the UUA board of trustees in which Robert Greenleaf participated
- bulletin and correspondence concerning a Unitarian worship service at which Greenleaf spoke

Wainwright House (1956-1978) 2 folders

- material from the receptive listening course taught at Wainwright House; This course was originally designed by Greenleaf in 1953; innovations subsequently made by others.
- material from Laymen's Movement lay counselor training program, held at Wainwright House
- material from other Wainwright House programs

Washington Amherst Conference (1972)

- report by Greenleaf on a group relations conference held at Amherst College

E.B. White (1934-1987) 2 folders

- newspaper clippings about E.B. White
- correspondence with E.B. White

Whittier College (1972)

- memos and correspondence concerning the establishment of a Center for the Study of the Ethics of Leadership

William Wolf (1960-1971)

- notes which Greenleaf made on talks of Dr. William Wolf, a friend and guide on 3 LSD journeys
- correspondence with Dr. William Wolf ("Uncle Bill")

Unpublished Literary Manuscripts - Essays

Box 13

Incomplete papers/reflections* (3 folders)

folder 1

Undated

Untitled, concerning the McCarthy period

Untitled, concerning "assets and liabilities of our universities"

Abortion

The Center City Church As Servant to its Community

Center for Advanced Study in Administration: What It Might Be and Do

Change

[Christian-Jewish Relations]

folder 2

The Choice is Always Ours

Coercion, Manipulation and Persuasion: Reflections on a Strategy for Change

Community As Servant and Nurturer of the Human Spirit

[Community At Crosslands]

Conscience and Achievement

folder 3

Direction in the University
Ethics in Business
The Ethic of Strength

folder 4

Foundations As Servants
[Greatness]
Growing Greatness in Managers
[Human Resources]
The Identification of Management Potential (memorandum for
the Richardson Foundation)
India: Persuasion as Power
The Inner City Church As Servant to the Community
[Introduction to unidentified book] (incomplete)

folder 5

It Depends on the Person
It's Your Life
Leading vs. Structuring
A Lifeline of Ideas
Lost Knowledge
[Managers]
Meditation on Power
Note on a Chairman's Institute
Note to CEO of a large business, one that wants to build an
exceptional institution that will stay exceptional for a
long time
Notes on community in the Late Twentieth Century

Box 14

folder 6

Notes on Institute of Chairing
[Organization]
Persuasion As Power

folder 7

Power - 2 separate manuscripts
Power in the Executive Office
The Prospect for a Servant-Led Society
Report on a Journey
Report on the Management Work Conference of National
Training Laboratories
A Sense of History
A Set of Organization Ideas to Guide Committee on Governance
The "Smokey Joe" Incident
[Society of Friends]

folder 8

Some Thoughts About the Top Man
Staff to Trustees: Their Role and Way of Working
A Suggested Goal for the Richardson Foundation (memorandum)
Suggested Introductory Notes on Ethical Implications of
Business Action
Talking With People
Theology As Concern for the Conditions under which the Human
Spirit Flowers
3200 A.D.; A Phantasy - 2 separate manuscripts
Training for the Lay Ministry
Training Laymen as Counselors
Training Management People

folder 9

The Use of the Undergraduate Years to Build a Life Style of
Greatness
Visits to Schools of Administration and a Concluding
Observation
What Makes An Institution Distinguished
You Need To Be Human

folder 10

[1935]

Industry's Means for Personality Adjustment

1937

Building for a Better Life. A talk presented at the Friends of New York Yearly Meeting.

1951

The Development of Influence Potential. Notes for a talk.

1952

To Joe. Poem.

1953

Proceedings of panel discussion: Greenleaf presentation: "Listening - a Basic Executive Skill." The 3rd Air Staff Management Development Conference, March 26, 1953, at the Pentagon.

1955

Management Development Objectives. A paper presented at Hot Springs Conference, March 8, 1955.

Behavioral Research: Factor in Tomorrow's Better Management (draft prepared as a basis for discussion at meeting of the Chicago Industrial Relations Association)

1959

Rough transcript of Talk before the professional staff of a management consulting firm

1960

Education and Maturity. A Talk before the faculty and students of Barnard College.

folder 11

A View of Managerial Ethics

1962

Uniqueness, Paradox & Choice: Notes on strategy for potentially successful people (draft and final document)

1963

Revised Proposal for Executive Development for Church Leadership (prepared for The National Council of the Churches of Christ in the U.S.A. as basis for discussion)

1965

A New Religious Mission

Memorandum: The Shortage of Top Administrators

An Opportunity for a Powerful New Religious Influence

What Makes a Distinguished Management? A speech before the Merchants & Manufacturers Association

folder 12

1966

Responsibility in a Democratic Society

The Search and the Seeker

Education for Leadership

Religious Seekers Anonymous

1967

Memorandum: A Possible Next Step for Negro Colleges

1970

An Issue of Management Talents: The Operator Versus the Conceptualizer (5/8/70; 2d draft-5/28/70)

Speech to the Fortune 500

folder 13

1973

Institutional Design: A Proposal for Recovery of Trust

A talk to the Person/Team Section of the National Council of
Catholic Laity

Notes on the Use of the Olsson Endowment (to Dr. Charles S.
Sheppard of the University of Virginia)

folder 14

1976

[Function of the Office of General Counsel]

1977

Proposal for a Chairman's Institute

1978

An Observer's View of the Chief Executive Officer's Role

folder 15

1979

Note on the Need for a Theology of Institutions

Supplement to Note on the Need for a Theology of
Institutions

The Seminary as an Institution (Rough Draft)

The Seminary as an Institution (Final Draft)

1981

Spirituality As Leadership

1982

Critical Thought in the Seminary and the Trustee
Chairperson's Role

1983

A Fable

folder 16

Reflections on Spirit (confidential to Bob Lynn only)

1984

Reflections From Experience on the subjects of Power, the
Uses of History, Nurturing the Human Spirit

1985

Pope John XXIII

folder 17

Further Reflections on the Issue of Power/Imagination

1986

Reflections on the Idea of the Servant As Nurturer of the
Human Spirit

The Idea of the Servant as Nurturer of the Human Spirit

Some Reflections on the Question: What Makes a City Great?

The Servant Leadership Idea: Where I Got It and Where I Want
To Go With It

Pope John XXIII: Spirit Nurturer of the World

1987

Reflections on Ministry to the Strong

Unpublished Literary Manuscripts - Meditations

Box 15

folder 1

untitled, incomplete notes

Church as Servant

Manager, Administrator, Statesman

folder 2

An Opportunity for a Foundation Concern in the Field of
Leadership

Reflections on Experience

A Sense of History

What are you called to do? A sense of Vocation

Publications* († these publications are not in this collection but the citations are included for research purposes)

Box 15

1951

"Achieving increased operating effectiveness: through training." In Planning for Peak Production, 22-29.

Production series, no. 197. New York: American Management Association.

1955

"A mission for us." Christian Laymen 14 (November-December): 5-6.

1958

A Forward Look at Management Development. Ann Arbor: Bureau of Industrial Relations, University of Michigan.

1962

Education and Maturity: a talk before the faculty and students of Barnard College at their fifth biennial Vocational Conference, November 30, 1960. S.l.: [The author].

1963

Robert Frost's "Directive" and the Spiritual Journey. Boston: Nimrod Press.

1965

The Choice is Always Ours: an address at the 69th annual banquet of the Merchants & Manufacturers Association, May 26, 1965. Los Angeles: Merchants and Manufacturers Association.

†Ethics in American Business: the Idea of a Just Business. Delhi Press, New Delhi.

1966

"Choose the nobler belief." A.A. Grapevine (October): 27-31 [pp.28-29 missing].

"Choosing greatness." A.A. Grapevine (September): 26-30.

"Choosing to be aware." A.A. Grapevine (June): 26-28.

"Choosing to grow." A.A. Grapevine (July): 11-13.

Life Style of Greatness: a personal appreciation of Donald John Cowling, third president of Carleton College. Northfield, Minn.: Carleton College.

Responsibility in a Bureaucratic Society: a convocation address at the University of Redlands, February 1, 1966. Millburn, NJ: The Item Press.

"Two more choices." A.A. Grapevine (August): 22-23.

1967

Have You a Dream Deferred: a talk to freshmen at Ohio University, Athens, Ohio, April 19, 1967. Cambridge: Center for Applied Studies.

1971

† "The Problem and Challenge for Social Institutions." *Journal of Current Social Issues* 10 (Winter 1971-1972): 4-5.

† "The Servant as Leader." *Journal of Current Social Issues* 1 (Spring 1991): 4-29.

1973

"Abraham Joshua Heschel: Build a life like a work of art." Friends Journal (September 15): 459-460.

"The Foundation Trustee." The Journal of Philanthropy (July/August 1973): 30-34.

Friends Schools and the Issue of Power and Authority.

"Now is the time to build anew." Friends Journal (May 15): 292-293.

The Servant As Leader. Rev. ed. Cambridge: Center for Applied Studies. (first published in 1970)

† "The Trustee: The Buck Starts Here." *Foundation News* 14 (July/August 1973): 30-34.

1974

† "Education and the Art of Knowing." *Friends Journal* (October 1974).

† "Organizing to Serve: The Distinguished Institution." School Sisters of St. Francis, Chapter of Mats publication (August 1974).

"Prudence and Creativity: A Trustee Responsibility." The

Journal of Philanthropy (May/June 1974): 28-32.

"Trustees Consider a Hypothetical Case." Association of Governing Boards of Universities and Colleges (March 1974): 14-19.

1975

Advices to Servants. Cambridge: Center for Applied Studies.

"On being a seeker in the late twentieth century." Friends Journal (September 15): 452-453.

Trustees As Servants. Rev. ed. Cambridge: Center for Applied Studies. (first published in 1974)

"Trustees as servants." In The Role of the Voluntary Trustee, ed. W. Jack McDougall, 23-68. London, Canada: School of Business Administration, University of Western Ontario.

1976

The Institution As Servant. Newton Centre: Robert K. Greenleaf Center. (first published in 1972)

"Is it more blessed to give than to receive?" Friends Journal (May 1): 267-268.

1977

"Overcome evil with good." Friends Journal (May 15):
292-302.

Servant Leadership. New York: Paulist Press.

1978

"Creative, realistic leaders." In Managers for the Year 2000, ed. William H. Newman, 99-104. Englewood Cliffs, NJ: Prentice-Hall.

"The leadership crisis--a message for college and university faculty." Humanitas 14 (November): 11 pp.

† Servant, Leader, and Follower. Paulist Press.

"The trustee and the risks of persuasive leadership."
Hospital Progress (May): 50-52, 88.

1979

Teacher As Servant, A Parable. New York: Paulist Press.

1980

"Business ethics--everybody's problem." New Catholic World
223 (November-December): 275-276.

† "Seminary as an Institution: the Work of the Trustees."
Lily Endowment, Inc.

Servant: Retrospect and Prospect. Cambridge: Center for
Applied Studies.

Box 16

1981

† Mission in a Seminary: A Prime Trustee Concern. Center for Applied Studies: Windy Row Press.

1982

"The servant as leader." Journal of Religion and the Applied Behavioral Sciences 3 (Winter): 7-10.

The Servant As Religious Leader. Cambridge: Center for Applied Studies.

"Spirituality as leadership." Studies in Formative Spirituality 3 (February): 53-64.

1983

Seminary As Servant: Essays on Trusteeship. Rev. ed. Cambridge: Center for Applied Studies.
(first published in 1980)

"Trustee traditions and expectations." In The Good Steward, A Guide to Theological School Trusteeship, 129-135. Washington, D.C.: Association of Governing Boards of Universities and Colleges.

1984

A Conversation on Servant Leadership, with Philip A. Amerson (September 5, 1984). Videotape; 28:00.

1986

"Community as servant and nurturer of the human spirit."
Resources for Community-Based Economic Development 4
 (August-September): 9-11.

Life's Choices and Markers. Newton Centre: Robert K.
 Greenleaf Center.

The Servant As Leader Idea (September 18, 1986). Videotape;
 28:44.

1987

My Debt to E. B. White. Newton Centre: Robert K. Greenleaf
 Center.

† Old Age: The Ultimate Test of the Spirit. Robert K.
 Greenleaf Center.

1990

† An Interview with Robert K. Greenleaf. Sound Recording by
 Ann McGee-Cooper, Robert K. Greenleaf Center.

Publications - Anonymous/Attributed to Greenleaf*1936

Bowen, E.R. Sweden, Land of Economic Democracy. New York:
 The Cooperative League. [Greenleaf note re authorship]

Greenleaf, Esther. "Let the package tell the story."
Consumers' Cooperation 22 (March): 42. [Greenleaf note
 states that article was written at time when the nature
 of his work did not permit writing for publication.]

"The people's schools: education for life." Consumers'

Cooperation 22 (September): 133-136. [Greenleaf note states that article was written at time when the nature of his work did not permit writing for publication.]

1938

"Cooperative education in Sweden." Consumers' Cooperation 24 (May): 70-73. [Greenleaf note states that article was written at time when the nature of his work did not permit writing for publication.]

1960

Kappel, Frederick R. Vitality in a Business Enterprise. New York: McGraw-Hill. [Greenleaf note re authorship]

1964

Parrish, J. F. Management Ability. [no publication information, probably published by AT&T]
[Greenleaf note re authorship]

1974

Johnson, Howard W. "The Hawthorne Studies: The Legend and the Legacy." [Address to Symposium, *Man and Work in Society*, on the occasion of the 50th Anniversary of the Hawthorne Studies, November 12, 1974 - no publication information]. [Greenleaf note re authorship]

Publications - Collaborations*

Box 16

1927

Gifford, Walter S. A Statement of Policy of the American Telephone and Telegraph Company: an address delivered before the 1927 convention of the National Association of Railroad and Utilities Commissioners. [no publication information, probably published by AT&T]

1932

Illinois Mechanical Worksamples. Chicago: Illinois Bell Telephone Co.

1954

Management Development: Talking with People. (Leader's Manual) New York: AT&T. [includes Greenleaf note]

Box 16A

1966

Report of the Committee on Structure to members of Council of the American Institute of Certified Public Accountants. New York: The Institute.
[Greenleaf was consultant]

1969

Cornell University Survey conducted for Special Trustee Committee by Douglas Williams Associates. Ithaca, NY: The University. [Greenleaf was consultant]

[1970]

Bowden, G. T. and RKG. The Study of the Humanities as an Approach to Executive Development. [no publication information]

Unpublished and Published Material in Greenleaf Files*Undated

Dixon, John. An Essay on Lemoyne. [No Publication Information]

Huxley, T.H. Liberal Education. [No Publication Information]

Rogers, Carl F. and F.J. Roethlisberger. "Barriers and Gateways to Communication." Harvard Business Review: 46-52.

1932

Fairchild, Henry Pratt. "Retrospect and Prospect." Report on The Universities and the Social Order: 477-492.

1939

Mayer, Samuel M. The Mayer Plan for Self-Endowed Communities. New York: National Communities Corp.

1940

Thurber, James. "The Unicorn in the Garden." Fables For Our Times. New York: Harper and Row.

1957

"The discomfort of growth." Christian Laymen 16 (November-December): 1-2.

1958

"Strength in a religious society." The Laymen's Movement Review 1 (1958): 1-2, 4.

1964

Anderson, Philip A. "The Leader Becomes a Servant." Church Meetings that Matter. Philadelphia: United Church Press.

1966

Arrowsmith, William. "The Future of Teaching." 49th Annual Meeting of the American Council on Education [No Publication Information]

Trueblood, Elton. "The Strategy of a Minority." ESR Report. Winter.

1975

Scarvie, Walt. "Beyond Institutional Mediocrity." The Circle [No Publication Information]

1984

Amerson, Philip. "Master Teacher and Disciples: An Old and Good Model." Cities (Winter 1984): 32-36.

Wilson, Robert Anton. "Dr. Rupert Shelldrake." The New Age Journal (February 1984): 43-47.

1986

Cary, Stephen. "The Ultimate Triumph of the Human Spirit..." Quaker Service Bulletin 155 (Fall 1986).

1989

Smith, David H. Work Community and the Corporation. Indiana: Indiana University (Poynter Center).

"Professional Ethics in Higher Education: Methods, Theories and Practices." [Conference Report] Indiana: Indiana University.

1991

Elrod, Carol. "Help Wanted: Servant Leaders." The Indianapolis Star (June 22, 1991).

1995

McDermott, Thomas. "OE Can Give us a Lesson in Leadership." The Vidette-Messenger (Jan. 4, 1995).

Box 17

Memorabilia*

Notebooks:

1964 trip

Expense record Sept. 22-Dec. 31, 1964

Daily expense 1965

1966 trip

1966 expense record

1968 expense

Date books:

1963, 1964 (2 weekly), 1965 (2), 1966 (2), 1967 (2), 1968,
1969, 1970, 1971, 1972, 1973, 1974, 1975, 1976, 1977, 1978,
1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986

Address book (undated)

International certificates of vaccination and personal health
history:

Robert K. and Esther H. (1962-1967, 1969-1971)

Passports:

Robert K. and Esther H. (1930, 1934, 1962-1967, 1967-1970,
1974-1979)

Bookmark: "The Marks of a Yokefellow"

Box 18

folders 1-2

Undated and childhood:

Photograph of Greenleaf coat of arms
Letter of Greenleaf to his mother, 1914
Boy Scout membership card
Scrapbook of clippings re World War I
Report cards, 1918-1924
High school commencement announcement and invitation

folders 3-4

College:

Carleton College handbook and directories
Edwin Frost, The Expedition from the Yerkes Observatory -
pamphlet re total eclipse of 1923
Letters re summer employment and the Men's Glee Club
The College Camper of 1926 (Lake Geneva, WI)
Harmon Foundation certificates and letters re student loan

folder 5

Documents re marriage license and certificate
Poem to commemorate retirement from Dartmouth program
"My Most Unforgettable Character," reprint of article in
Reader's Digest (June 1968); Greenleaf note states that
he suggested the article and was paid \$300 for the
suggestion

folder 6

Material re honorary degree awarded by Carleton College,
1969 (commencement program, photographs, news releases)

folders 7-9

Photographs

Obituaries and Memorials of Robert K. Greenleaf

Undated

Perspectives on Robert K. Greenleaf - by Ed Ouelette

1990

Narvaez, Alfonso. "Robert K. Greenleaf, 86, Pioneer of Humanist Business Philosophy." The New York Times (Oct. 2, 1990).

1991

Memorial Service Program for RKG at Bangor Theological Seminary (June 14, 1991).