

**Servant Scholarship:  
Weaving a Lasting Tapestry**



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## **Abstract**

This Open Education Resource (OER) is designed to guide emerging scholars as they embark toward participation in the broader scholarly community. Many doctoral students, in particular, have questions about approaching and pursuing scholarly publications and presentations, collaborating with others, and finding their place in academia. The content of this booklet centers around the guiding principle and mindset of *Servant Scholarship*. A framework for *Servant Scholarship* that builds on established literature on the notion and practice of *Servant Leadership* is presented. Theoretical and practical guidance on participating with this framework in mind are presented to help scholars understand their roles in academia and choose a rewarding path. The metaphor of weaving a tapestry is utilized throughout to represent how individuals and groups of scholars contribute to lasting products and processes in academia over time.

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Nature uses only the longest threads to weave her patterns, so that each small piece of her fabric reveals the organization of the entire tapestry. (Brainy Quotes: Richard P. Feynman, n.d.)

This booklet offers a framework and mindset for embracing the principles of *Servant Scholarship* within the academic community. Just as a tapestry is woven from individual threads, this framework emphasizes the importance of interconnectedness and natural collaboration. Following this approach, scholars can cultivate a deeper sense of community by working together towards a shared vision.

The concept of leadership in scholarship goes beyond just publishing and presenting research findings. It involves a service-oriented approach that encompasses a range of activities such as mentoring, committee work, peer review, and other interconnected acts of voluntary scholarly service. This notion of leadership, coined in this booklet as *Servant Scholarship*, draws on the rich literature on Servant Leadership by specifically emphasizing leadership within the scholarly community. Being a scholar committed to this approach entails actively seeking opportunities to serve and contribute to the scholarly community while remaining dedicated to advancing knowledge in one's field of study. Like weaving a tapestry over time, this process involves individual and collaborative work and purpose.

If you currently are a graduate student, it may be helpful to take a moment to reflect on your future plans and aspirations. Consider your motivations, the purpose of your degree, and how those aspects fit into your long-term goals. What kind of career do you envision for yourself? What kind of life do you wish to lead? Considering these questions as you navigate your academic journey can be valuable.

Research is a crucial aspect of our society that ideally connects to practice and aims to advance human knowledge. While many may associate research with finding cures for diseases like cancer, its scope extends far beyond that

example. In today's interconnected world, research forms a vast knowledge tapestry that spans time and space. Just like weaving an intricate tapestry, research cannot be accomplished alone. It requires a collective effort from a community of scholars, researchers, and experts who work tirelessly toward a common purpose of advancing our understanding of the world around us.



Reflect further for yourself:

- What do you want to **be** as a scholar?
- What do you want to **see** as a scholar?
- How can you achieve this vision as a part of the lasting tapestry?

### **What is *Servant Scholarship*?**

The concept of Servant Leadership can be effectively and meaningfully applied to the arena of scholarly pursuits. *Servant Scholarship* involves adopting a particular mindset and approach toward our academic agenda and activities. This approach entails a deep reflection on the reasons and motivations behind our actions as scholars. It involves asking ourselves what drives us, our ultimate goals, and how we can better serve our academic community and society. By embracing Servant Leadership, scholars can approach their work with a greater sense of purpose, empathy, and responsibility, thereby contributing to the greater good of humanity through their scholarly pursuits.

### **Being a Servant Leader in Academia**

Academic traditions have been evolving over time and have undergone significant cultural shifts. One key area that has experienced changes is the definition of a scholar - including who they are, what they do, how they do it, and why they do it. These questions have been the subject of much debate and discussion in academic circles. As the world becomes increasingly complex and interconnected, there is a growing need to redefine the role of scholars and their contributions to society. Understanding the

historical traditions and cultural shifts in academia can help us appreciate the current state of scholarship and prepare for future developments in the field. Letizia (2018) stresses that many core aspects of higher education can benefit from being reframed with a Servant Leadership mindset, and some leaders within higher education have adopted that framework.

Academia has a cyclical nature. For instance, a student acquiring new skills and knowledge in a course may also work in a professional role within higher education. Doing so can bring about real-time change within their role and the broader organizational community. The energy that scholars give through their teaching and scholarly works can then return to them via the larger community - as if scholars and students are weaving a tapestry together.

The traditions of scholarly service in academia revolve around the notion that publishing and presenting research work should not be primarily driven by monetary benefits or the pursuit of fame and fortune. Instead, academia places a greater emphasis on the dissemination of knowledge and the advancement of the field. While a few fortunate individuals may achieve financial success or renown due to their contributions, these outcomes are viewed as secondary to the primary goal of generating impactful and useful knowledge.



Leadership in academia is key. Good leaders come in many forms and often draw from eclectic leadership styles. They may also flex their leadership style given specific contexts and situations. It is also important to be aware of the existence of some toxic leadership traits within the hierarchical structures of academic institutions, as pointed out by Baloyi (2020). Scholars and academic leaders must consider the kind of world they envision

and would like to establish and maintain within their scholarly communities and beyond. The upcoming section of this booklet aims to delve deeper into the concept of Leadership Styles. As a scholar, you are not only responsible for gaining knowledge but also for leading others towards the same path. Being a leader means taking charge of your own learning journey and inspiring others to do the same. Remember that the community of scholars is vast and constantly evolving, and our collective responsibility is to contribute to its growth and development.



## **Understanding Leadership Styles**

Developing strong leadership skills is crucial for success in any field. It can be viewed as a lens through which you can begin your journey toward becoming a scholar - someone who leads through knowledge and expertise. By cultivating the qualities of a leader, you can effectively guide and inspire others, influence positive change, and create a lasting impact in your community.

Table 1 provides examples of some typical leadership styles recognized in the research literature (Goethals et al., 2023) and prevalent in organizations, including within educational contexts and academia. Additional leadership styles certainly exist, and some of their qualities overlap. Additionally, the specific context for leadership is important. Considering leadership in academic circles, reflecting upon the pros and cons can be helpful. In educational settings, some styles may be more prominent than others. For example, transformational leadership is crucial for inspiring students and teachers, while authoritative leadership might be more beneficial for maintaining school policies.

Table 1

*Examples of Some Typical Leadership Styles*

Style	Definition	Pros	Cons
Authoritarian	<ul style="list-style-type: none"> <li>- Provides clear direction and expects compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Efficient in crisis situations</li> <li>- Maintains order and control</li> <li>- Clear roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>- Can be seen as dictatorial</li> <li>- Can stifle creativity and initiative</li> <li>- Limited personal and professional development</li> </ul>
Transactional	<ul style="list-style-type: none"> <li>- Focuses on clear expectations, rewards, and punishments</li> </ul>	<ul style="list-style-type: none"> <li>- Provides stability and predictability</li> <li>- Efficient for routine tasks</li> <li>- Clear goals and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Can be demotivating</li> <li>- Can stifle creativity and initiative</li> <li>- Limited personal and professional development</li> </ul>
Democratic (Participative)	<ul style="list-style-type: none"> <li>- Encourages collaboration and shared decision-making</li> </ul>	<ul style="list-style-type: none"> <li>- Builds trust and commitment</li> <li>- Benefits from diverse perspectives</li> <li>- Fosters ownership of decisions</li> </ul>	<ul style="list-style-type: none"> <li>- Takes time and energy</li> <li>- Requires strong facilitation skills</li> <li>- Not always suitable for urgent decisions</li> </ul>
Transformational	<ul style="list-style-type: none"> <li>- Inspires and motivates followers to achieve ambitious goals and develop their full potential</li> </ul>	<ul style="list-style-type: none"> <li>- Positive and energizing environment</li> <li>- Fosters innovation and creativity</li> <li>- Develops future leaders</li> </ul>	<ul style="list-style-type: none"> <li>- Can be seen as unrealistic</li> <li>- May rely on certain sets of dispositions</li> <li>- Not always suitable for urgent decisions</li> </ul>
Servant Leadership	<ul style="list-style-type: none"> <li>- Prioritizes the needs and growth of others</li> </ul>	<ul style="list-style-type: none"> <li>- Builds true community</li> <li>- Empowers, motivates</li> <li>- Long-term development</li> </ul>	<ul style="list-style-type: none"> <li>- Takes time and energy</li> <li>- Requires a selfless leader</li> <li>- Not always feasible</li> </ul>

Effective leadership is not a one-size-fits-all approach. Rather, the most successful leaders have the ability to adapt their leadership style based on the situation and the people they are leading. By doing so, they can create a cohesive and productive culture, where everyone feels valued and heard. Consider the culture that occurs with each leadership style and what grows from it over time within a community and beyond. Different leadership styles can profoundly impact the organization's culture, ranging from authoritarian to more democratic and everything in between. Each style can influence how community members interact with one another, their level of trust in their leaders, and their overall sense of purpose and direction within the organization. Ultimately, the leaders who can create a positive culture that fosters growth, innovation, and collaboration are the most successful over time. By understanding how different leadership styles impact culture, they can develop a strategy that aligns with their goals and values and helps create an environment where everyone thrives and achieves their full potential.

Consider which leadership style would be most suitable for cultivating scholarly activities. According to Mazzei (2022), both democratic and transformational styles can be positive choices for fostering a culture of collegiality and sharing. However, the literature on Servant Leadership has demonstrated its efficacy in promoting productivity and boosting morale in organizational culture. As such, it could be particularly suitable for academia. When considering the kind of culture and community we want to create in the academic world, we should aim to weave a lasting tapestry that is inclusive, productive, and supportive.

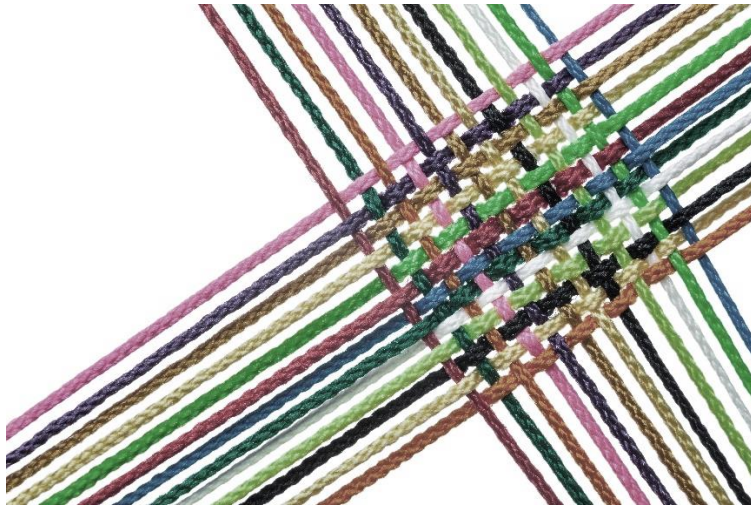
### ***Servant Leadership***

The concept of Servant Leadership, which centers on putting people's needs first, has been gaining popularity within higher education. Mazzei (2022) recently provided a comprehensive overview of the core principles of this leadership philosophy, originally proposed by Greenleaf in 1970 and further developed in 2013. This approach resonates well with many in academia because it emphasizes serving others and fosters a collaborative, supportive environment.

In the world of leadership, there are two distinct types of leaders - servant-first leaders and self-serving leaders. While the latter prioritizes power and personal gain, the former put the needs of others first. Servant leaders focus on helping their team members excel in their roles, ensuring their well-

being, and supporting their growth. They are known for being effective communicators with a strong sense of awareness, keeping their teams focused on achieving goals.

Robert Greenleaf (1970; 2013), the founder of the modern Servant Leadership movement, believed that this approach fosters stronger organizations and improves people's lives overall. According to Greenleaf's philosophy, a true leader is one who serves others first, and not the other way around. By prioritizing the needs of team members and helping them reach their full potential, servant leaders can create a positive and empowering work environment. This, in turn, leads to improved job satisfaction, higher levels of engagement, and increased productivity.



In essence, servant-first leaders are not only focused on achieving organizational goals but also on creating a culture of care and support for team members. They believe that by serving others, they can create a better world for everyone. This powerful philosophy has the potential to transform how we approach leadership and management in all aspects of life. As the idea of Servant Leadership has gained traction, it has had strong supporters like Larry C. Spears, who built on Greenleaf's (1970) work. Spears (2010) identified ten key qualities or characteristics that make someone a servant leader.

Figure 1  
*Ten Characteristics of Servant Leaders (adapted from Spears, 2010)*



As illustrated in Figure 1, Servant Leaders possess and embody interconnected characteristics that center around interpersonal, reflective, and social-emotional skills.

- Listening— Servant leaders are active listeners who pay close attention to team members. They wait until someone finishes speaking before offering feedback and do so mindfully.
- Empathy— A servant leader has empathy, meaning they try to see things from the team's perspective and understand their needs by leading with understanding.
- Healing— Creating a healthy work environment and supporting well-being is a priority. Servant leaders ensure the team has the resources and knowledge to succeed while feeling positivity and worth as individuals.
- Self-awareness— Servant leaders take time to think about their own emotions and actions. This helps them identify strengths and weaknesses and how their behavior impacts others.
- Persuasion— Servant leaders influence with care. They mindfully use persuasion to encourage team action and support but avoid manipulative tactics that could damage relationships.
- Conceptualization— Servant leaders see the big picture and overall goals and set ambitious, achievable targets. They also develop strategies to help their teams reach those goals.
- Foresight— Good servant leaders can predict potential future outcomes. They learn from the past, analyze the present, and use that knowledge to make informed decisions for the future.
- Stewardship— Servant leaders are responsible and accountable for their teams. This includes taking ownership of team members' performance and sense of belonging.
- Commitment to the growth of people— Servant leaders believe in fostering both professional and personal development for their team members. They provide opportunities to learn new skills and achieve personal goals.
- Building community— Fostering collaboration with a strong sense of community is essential. Servant leaders encourage interaction among team members across the organization.

(Spears, 2010)

Because “A leader is a person who sees a vision, takes action toward the vision, and mobilizes others to become partners in pursuing change” (Laub, 2004, p. 4), the Servant Leadership approach is highly suitable for today’s constantly changing world and for individuals to be able to adapt to it cognitively and emotionally (Bragger et al., 2021). Maalouf (2023) and Braun et al. (2016) echo Servant Leadership's flexible and empowering nature in its unique ability to foster collaboration, innovation, and creativity – much-needed 21st-century skills. Servant Leadership is not just a specific leadership strategy or a superficial fix to problems and issues in organizations and society but instead is a long-term mindset that guides behavior. It works well alongside democratic styles and shares some ideas with transformational leadership, known for its effectiveness in business. It also overlaps with Level 5 Leadership, where humility is a key strength (Mind Tools, 2015).

According to Ghasemy et al. (2021), encouraging leaders to be more *helpful* can benefit universities because helpful leaders create a better work environment with less conflict and a stronger sense of community. Other studies have shown that helpful leaders also lead to happier community members who are more engaged in their work and more likely to go above and beyond. This aspect is especially important in universities where professors traditionally teach, do research, and serve the broader community. In uncertain times, helpful leadership seems to be even more important. To be sure, helpful leaders create a better environment for everyone in a university. Ghasemy et al. (2021) note that Servant Leadership builds community in the following ways:

- Servant Leadership creates a better work environment.
- Servant Leadership can lead to less conflict, a stronger community, and happier individuals.

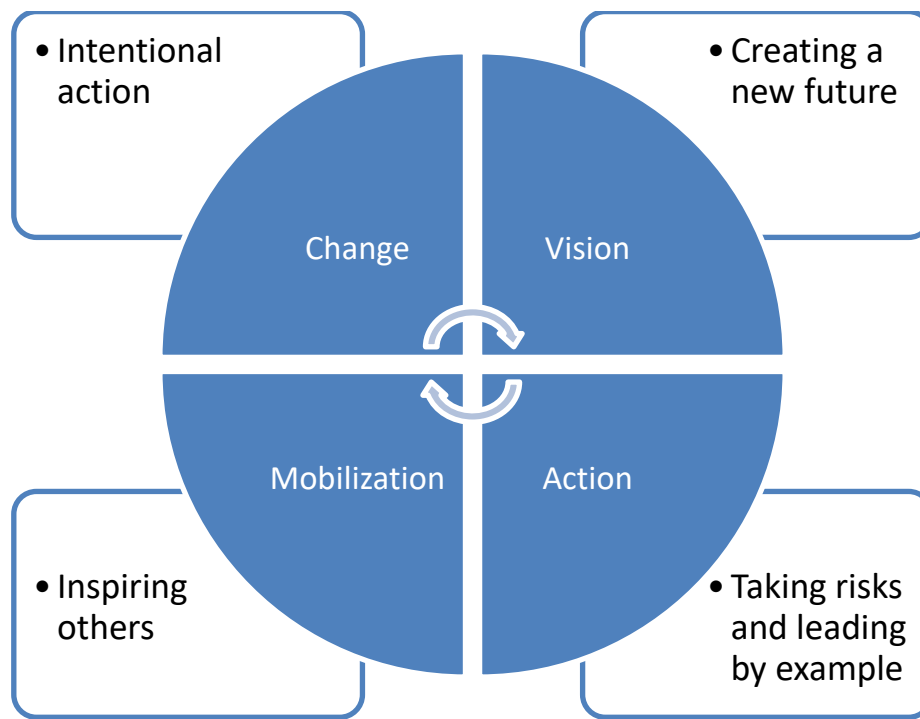
Laub (2004) expands on the basic definition of leadership, providing the nuances of Servant Leadership as follows:

- **Vision:** Servant leaders possess the ability to imagine a better future, even if it's not immediately obvious. It starts by seeing and caring about current needs. Then, it goes beyond those needs to explore possibilities. Strong vision allows leaders to look further ahead and create a new future in their minds.
- **Action:** Visions without action are just dreams. Servant leaders take initiative and act on their vision. They are willing to take risks and bring the future they envision into the present through courageous steps. They understand that action is essential for leadership, and their own example motivates others to join the process.
- **Mobilization:** Servant leaders continually inspire others to grow, get involved, and become part of the leadership journey, which is more than just influence or motivation. They are able to effectively move people towards change. Mobilization involves shifting people from passive to active roles and from bystanders to leaders.
- **Change:** This ultimate goal is achieved through intentional action toward the envisioned future. As Rost (1993) suggests, change is the defining characteristic of leadership. Without vision, action, and mobilizing people for change, true leadership cannot happen.

Laub (2004) elaborates that Servant Leadership involves serving others first. "Servant leaders value people, develop people, build community, display authenticity, provide leadership, and share leadership" (Laub 2004, p. 4). The four elements outlined above are illustrated in Figure 2 below, showing their interconnected nature within leaders and the cultures they create.

Figure 2

*Essential Elements of Servant Leadership (Adapted from Laub, 2004)*



The mindset of Servant Leadership naturally connects with core aspects of Social Emotional Learning (SEL), Emotional Intelligence (EI), and leaders' dispositions. The concepts of SEL, EI, and dispositions are woven into so many current discussions in education, increasingly making their way into higher education conversations, policies, and practices. Naturally, this growing focus and influence also applies to academia in general and how academics approach scholarly pursuits.

Figure 1, presented earlier in this booklet, explains the 10 characteristics of Servant Leadership, which directly connect to SEL and EI. The idea that EI affects performance in organizations is apparent in the literature. Employees' emotional intelligence directly impacts their ability to adapt and perform well. Similarly, a manager's emotional intelligence also directly affects individual performance. Interestingly, there's an additional indirect effect. A work environment that fosters Servant Leadership (where the leader prioritizes helping others) can further improve individual performance, even if the employee or manager's emotional intelligence isn't the strongest. (Balti et al., 2024). Miao et al. (2021) provide a comprehensive review of the

literature establishing connections between Emotional intelligence and Servant Leadership. Emotional Intelligence (EI) may predict a Servant Leadership disposition and mindset (Murphy, 2022). D'Ascoli and Piro (2023) echo the notion that Servant Leaders foster ongoing personal growth in educational contexts.

The values that we embody as leaders and scholars are crucial to the culture we foster. Our approach is deeply ingrained in our disposition, extending beyond the personal realm into a collective journey of growth. Together, we are weaving a tapestry representing something greater than our selves. D'Ascoli and Piro's (2023) study looked at how servant leaders who focus on education helped their team members grow on a personal level, which can be fulfilling for all involved. Servant leaders used a seemingly contradictory approach. They balanced the needs of individuals with the needs of the whole team, which ultimately helped everyone and the organization succeed (D'Ascoli & Piro, 2023).

The researchers found two key things:

1. Emotional Intelligence Matters: These leaders used their emotional intelligence skills to support the development of others.
2. Learning is Key: They also fostered a learning environment where everyone could grow.

The exploration of Figure 2 earlier in this text illustrated how the four main facets of Servant Leadership (Laub, 2004) equate to action and cultural change. This idea applies directly to servant scholarship in action.

Servant Leadership is an understanding and practice of leadership that places the good of those led over the self-interest of the leader... (It) promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization. (Laub, 1999, p. 81)

Servant Leadership is a particular mindset toward leadership that emphasizes inclusivity, diversity, equity, and inclusion, while aiming to create a welcoming environment that focuses on collaboration rather than competition. It aims to bring everyone together, like weaving a tapestry with overlapping threads over time.

## A Servant Scholar Approach

Defining an approach to scholarship involves focusing on and being guided by a service orientation. The concept of service orientation implies that the ultimate goal of scholarly pursuits is to serve others, both in the present and in the future. A *Servant Scholarship* mindset involves continuously performing various interconnected acts of scholarly service over time, gradually weaving a tapestry of contributions. The information on Servant Leadership presented previously in this booklet becomes the foundation for the concept of *Servant Scholarship*.

- **Vision:** Servant scholars imagine a better future of scholarship, even if it is not immediately obvious. They see and care about existing needs and then go beyond those needs to explore possibilities. Strong vision allows servant scholars to look further ahead and create a new future of scholarship in their minds.
- **Action:** Servant scholars put visions into action by taking initiative. They are willing to take appropriate scholarly risks, try something new, and bring the future they envision. They understand that action is essential for collaboration and for being a scholarly leader, and their own example motivates others to join the process.
- **Mobilization:** Servant scholars inspire and build. They help others grow, get involved, and become part of the scholarly journey. They are able to move people towards change effectively. Mobilization involves shifting scholars from a passive to an active role in which they create scholarly momentum instead of simply consuming scholarly works.
- **Change:** This ultimate goal is achieved through intentional action toward the envisioned scholarly future. As Rost (1993) suggests about Servant Leadership, change is the defining characteristic. Servant Scholars combine vision, action, and mobilizing people to achieve change.

(adapted from Laub, 2004)



Figure 3

*Essential Elements of Servant Scholarship*

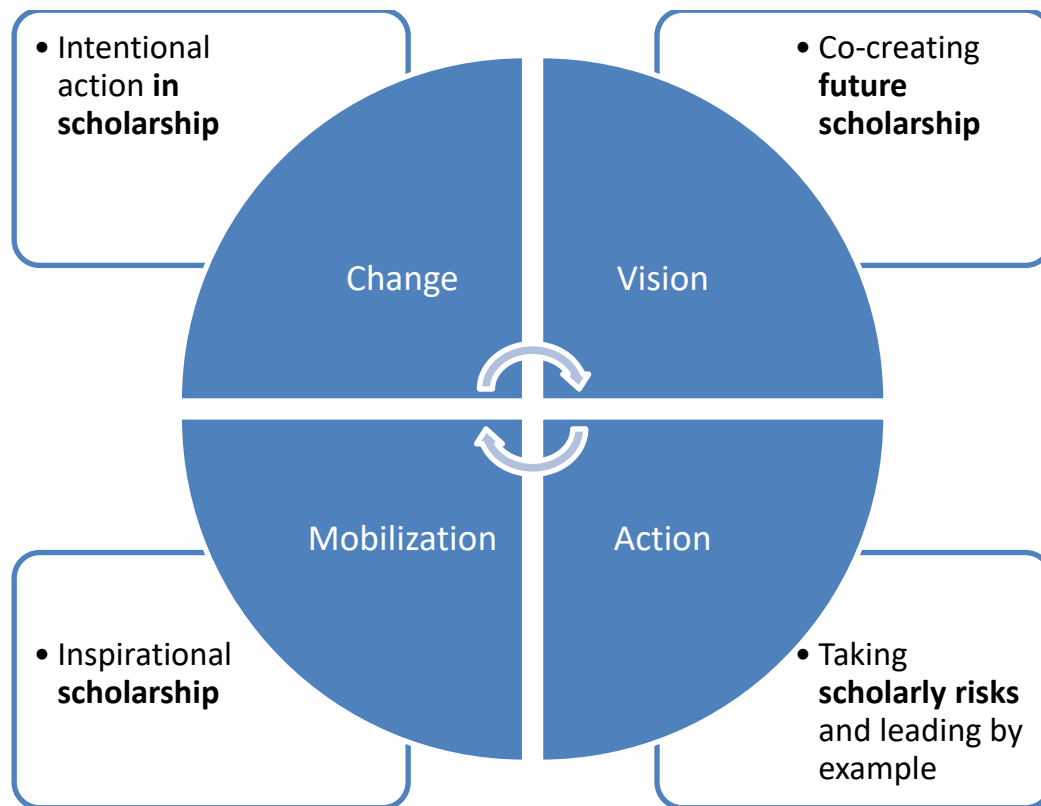


Figure 3 expands on the notion of Servant Leadership by relating it directly to scholarly pursuits within academia. It encompasses the following vision:

- Co-creating future scholarship involves mentoring and receiving mentorship cyclically, as well as participating in aspects such as voluntary peer review processes.
- Taking scholarly risks and leading by example involves creating new paths for emerging and established 21st-century scholars
- Inspirational scholarship involves leading other scholars with purpose.
- Intentional action in scholarship involves focusing on the growth of others in the scholarly community.

***Mentoring and Apprenticeship***

A Servant Scholarship mindset entails making a voluntary choice to be of service. The concept of mentoring and apprenticeship has a cyclical nature, much like the weaving of a tapestry. It involves the transfer of knowledge and skills from a more experienced person (the mentor) to a less

experienced person (the apprentice), and in turn, the apprentice becomes a mentor to others. Mentorship is an essential aspect of keeping traditions alive and passing down knowledge from one generation to the next. It is a way of preserving cultural practices, customs, and values.

Finding a mentor can be challenging, but it is crucial for personal and professional growth. A mentor can provide guidance, support, and advice based on their experience and expertise. Being a mentor is an equally important responsibility, which involves sharing knowledge, skills, and experiences with someone who is seeking to learn and grow. A mentor should be patient, empathetic, and willing to invest time and effort in their mentee's development. The elements of SEL and EI that dovetail with a Servant Leadership mindset figure naturally into the cyclical nature of mentoring.

Connecting others in the community is another vital aspect of mentorship. A mentor should help their mentee build relationships and networks that can help them achieve their goals. Participating in activities such as voluntary peer review is an example of reciprocity within the scholarly community. By connecting with others and helping them grow, scholars can create a supportive place where individuals can learn from each other.



### ***Lasting Societal Impacts***

Embodying *Servant Scholarship* goes beyond one person, place, or institution. It is a concept that involves weaving a lasting tapestry that can be preserved for generations to come. This ever-evolving and more intricate tapestry grows stronger with each interwoven and connected thread.

## How to Become a Servant Scholar

Habit is a cable; we weave a thread of it each day,  
and at last we cannot break it.

(Brainy Quotes: Horace Mann, n.d.)

What will your scholarly life look like beyond the traditional roles of teaching and professional work? Imagine it as an apprenticeship dedicated to creating that intricate fabric and tapestry, - a pursuit that becomes a lifelong part of your identity. Participating in ongoing acts of scholarly service such as peer review for conferences, publications, and Open Educational Resources (OER) is a great way to start. From there, you can network and collaborate with other scholars over time with increased publications and presentations.

With the image of weaving an ongoing and lasting tapestry over time, picture yourself collaborating with others and passing on your knowledge to the next generation of artisans. Envision a community coming together and weaving different pieces of a shared intellectual fabric, to create something intricate and durable. Embrace the idea of repurposing and reimagining old fabric to breathe new life into it, with the help of many hands working together. Take some time to reflect on your goals and ambitions.

Consider what aligns with your personal style and vision for the future. How does a *Servant Scholarship* mindset fit into your plan and vision? Once you have reflected, start crafting an initial plan to guide your journey.

What drives academics to share their findings?

- A passion for their field and research itself
- The desire to engage with the broader academic world
- Building strong connections with fellow scholars
- A sense of accomplishment in their work
- Strengthening their credentials for future opportunities
- A love of continuous learning

Deciding which path(s) to take can be exciting and daunting when beginning your scholarly pursuits. For example, if you pursue conference presentations, will you choose an online or in-person conference? Local, state, national, and international conferences exist, but how will you know which to choose now, and later? As you become an expert on your particular research agenda, you may consider doing multiple projects based on that central theme or focus. For example, you might publish a research-based book chapter and then present a more practice-based strategy based on that publication at a conference. Remember that you are weaving a tapestry over time with your ongoing efforts.



### **Living the Life of a Servant Scholar**

The world is full of opportunities and connections waiting to be discovered. Building a community is not only a way to connect with others but also a way to create and weave a beautiful tapestry of different perspectives and experiences. Doing things alone can be empowering and introspective, but doing things with others in various ways can be a fulfilling and enriching experience.

Scholarly writing and publishing is a way to express your ideas and share your knowledge with others. Being knowledgeable is not just about having information but also about understanding and interpreting it meaningfully. Learning is a lifelong process, and there is always something new to discover and explore. Rocco and Hatcher (2011) provide guidance on scholarly writing and publishing. Whether it's through books, conversations, or personal experiences, every day is an opportunity to expand our understanding of the world around us.

### **Continuing the Culture of Servant Scholarship**

Just as emerging scholars should receive guidance and mentoring from the existing scholarly community, they should continue the ongoing thread as mentors to others along the way. Su (2017) connected the concept of servant leadership to mentoring and found that mentors' pro-social motivations impacted mentees' connection to the organization, leading to the desire to remain engaged. Finding and maintaining support systems that focus on receiving and giving quality mentoring is key. Support centers such as National University's ARC (2022) can provide a venue for receiving and giving mentoring in an ongoing fashion within the scholarly community, thus making a point to continue weaving the tapestry with strong threads over time.

### **The Rewards of Servant Scholarship**

I think we all feel geeky at times, don't we? Isn't that all a part of the wonderful tapestry of life?  
(Brainy Quotes: Kate Bush, n.d.)

The intertwining of tapestry and weaving serves as a metaphor for the way scholarly pursuits are interconnected over time, weaving a cohesive narrative that spans generations. This perspective encourages us to look towards the future with a sense of continuity and interconnectedness.

As noted in the beginning of this booklet, academia has traditionally been vastly White and male. Expanding the scholarly community with an eye

toward increased diversity, equity, and inclusion (DEI) may be better served through the Servant Scholarship approach. Grote et al. (2023) stress the importance of diversifying the scholarly community, especially by fostering academic publications from diverse voices. Waddell and Patterson (2018) note that the forces of generational change are currently at work in this arena. The authors argue that younger generations may have the potential to become great servant leaders. They care about purpose, making a difference, and achieving big goals. If leaders can act with humility and inspire Servant Leadership in this generation, both in workplaces and universities, we can create a society that values helping others.

Looking toward the future, many people are becoming increasingly interested in Servant Leadership in universities and elsewhere. Over time, the combined efforts of scholars, both individually and in groups, contribute to creating enduring and impactful academic works and processes. This collaborative endeavor can be likened to weaving a rich and intricate tapestry of knowledge and innovation.

A leader's ability to express compassion can show the desire to serve others, which Greenleaf identified as the key part of servant leadership (van Dierendonck & Patterson, 2015). The authors explored Servant Leadership from the perspective of good character traits and explained how it can make organizations better places for people to work and feel like part of a team. If leaders truly care about others, they will be likelier to show good qualities like humility, thankfulness, forgiveness, and generosity. These positive qualities will then guide leaders to behave in ways that help their team members, like giving them more control, being genuine, taking care of resources, and providing guidance. All of these aspects are crucial in weaving a lasting tapestry for the scholarly community.

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## **Attributions**

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