Advising as Servant Leadership: Implications for Advisor Development

Welcome and Thank you for Participating

Dr. Michelle Kechichian
Director of Undergraduate Advising
College of Business & Public Management
University of La Verne, California

Learning Objectives

Participants will learn:

- 10 characteristics of servant leadership and their relationship with academic advisors
- Measuring servant leadership-based advising behaviors
- How to integrate servant leadership into academic advisor training and development
What is an Academic Advisor?

"Academic advising, based in the teaching and learning mission of higher education, is a series of intentional interactions with a curriculum, pedagogy, and a set of student learning outcomes." (NACADA: The Global Community for Academic Advising, 2006, para. 9)

Academic Advisors are ...
- stewards of student growth and development
- seek to improve the lives of their students
- help students believe all things are possible.

Academic Advisors are also leaders!

Reflective Activity

On paper, write the word: LEADER
Make a list 10-15 words you believe describe effective leaders

On the same paper, write the word: ACADEMIC ADVISOR
Make a list of 10-15 words you believe describe effective academic advisors

PRESS PAUSE to participate in this activity
PRESS PLAY to continue the video upon completion of the activity

Academic Advisors are Leaders

Research study: academic advisor leadership skill sets (Green, 2016)
- Study site - large university in Michigan
- 64 academic advisors surveyed, 10 in-depth interviews
- Study results: Academic Advisors use technical, human, and conceptual skill sets of leaders
  - Leadership skill sets applied in advising students

Research studies have explored academic advisors as leaders:
Green, 2016; Kechichian, 2021; Kelly, 2018; Martin-Lawson, 2017; McGiffen, 2007; Paul, 2013; Paul & Enquist, 2015; Paul et al., 2012
What is Servant Leadership about?

Robert Greenleaf, in his seminal writings stated, “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?”

Larry Spears

Extracted 10 characteristics of servant leadership from Greenleaf’s writings.

Helpful tips:
- Practical application of servant leadership
- Future research on servant leadership

Research Supports...

Relationship between academic advising and servant leadership
(McElhaney, 2007; Paul, 2012; Paul et al., 2012; Paul & Fitzpatrick, 2013; Kechichian, 2021, Kelly, 2018)

Advisor Servant leadership and student satisfaction with advising
(Paul, 2012; Paul & Fitzpatrick, 2013; Kechichian, 2021)

Advisor Servant leadership and student persistence
(Kelly, 2018)

Servant Leadership and Academic Advisors in Higher Education

Next, join me in watching an animated video about:

Academic Advisor Servant Leadership using Spear’s 10 characteristics of Servant Leadership and the connection with academic advisors
What about Measuring Advisor Servant Leadership?

**Research Study:** Development of Advisor Servant Leadership Behavior Scale (Paul, 2012)

- Prior servant leadership instruments not designed for Academic Advising
- Study site: mid-sized university in Southeastern United States
- 428 undergraduate students (16-47), 59.4% White, 39% Black
- **Study Results:**
  - 4 Constructs: conceptual mapping, holistic growth, degree awareness, advising environment
  - 21 question survey
  - Statistically significant positive relationship with student satisfaction

Highlights of Recent Research

**Research Study:** relationship between Academic Advisor Servant Leadership Behaviors and Student Satisfaction with Academic Advising (Kechichian, 2021)

- Study site: 4-year private non-profit university in Southern California
- 287 undergraduate students (18-22), 48% Hispanic, 25% White, 37.6% First-Gen
- Data collected in Fall 2020
- **Study Results:**
  - Statistically significant positive relationship
  - There is no interaction effect between gender, race, or first-generation student status
Advisor Servant Leadership Development and Training

Suggested learning activity:

1. How might you use servant leadership and advisor servant leadership at your home institutions?
2. Think about training and development offered at your home institutions.
   - Is there existing training that can be offered to academic advisors to develop servant leadership skills?
   - What new training can be offered to promote these skills?
3. What stood out to you during this presentation?
4. Discuss and create an action plan that you can implement at your home institution.

Recap Learning Objectives / What we learned

**Spears 10 characteristics of servant leadership**
1) Listening, 2) Empathy, 3) Healing, 4) Awareness, 5) Conceptualization, 6) Foresight, 7) Persuasion, 8) Stewardship, 9) Growth of People, 10) Community Development

**Connecting Spears' 10 characteristics of Servant Leadership with Academic Advisors**

**Measuring servant leadership-based advising behaviors**
Academic Service Leadership Behavior Scale (Paul, 2012)
1) Conceptual mapping, 2) Holistic growth, 3) Degree awareness, and 4) Advising environment

**studies show statistically significant positive relationship with student satisfaction (Paul, 2012 and Kechichian, 2021)**

**Integrate servant leadership into academic advisor training & development**
- Serve as leadership, provide servant leadership, be accountable
- Review engagement, intentional strategies, service to students, community service, support services
- Becoming engaged professionals, advisors, and coaches
- Gaining knowledge of academic advising, student services, and leadership
- Create opportunities for student advisors to take on leadership roles
- Develop a comprehensive understanding (Bradberry et al., 2009)
- Create your own survey to measure advisor servant leadership by students, and review student feedback

Thank you for participating

For more information, refer to references below
References


Kechichian, M. (2021). Academic advisor’s leadership style and student satisfaction with academic advising (Publication No. 28495333). ProQuest LLC.

Kelly, J. (2013). Relationship between advisor’s servant leadership behaviors and first-year student retention (Publication No. 15070563). ProQuest LLC.


McElhinny, J. S. (2017). The practice of servant leadership. The theoretical and philosophical underpinnings and academic advising (Publication No. 1694248). ProQuest LLC.

