

Chapter 8 Professional Advisor Professional Development

Tables

Introduction to Tables of Chapter 8

In this chapter the responses to three survey questions are examined in order to better understand the professional development opportunities available for professional advisors, and how professional advisors are rewarded.

For the question about the types of internal (i.e., institutional or campus association sponsored) structured advisor training and development activities provided for professional advisors, respondents selected from eight activities (i.e., *pre-service training before the advisor works with students, single workshop of one day or less per year, single workshop of more than one day per year, a series of workshops throughout the year, regularly scheduled meetings [e.g., monthly] throughout the year, out of office staff retreats, individualized development based on advisors' needs, and none*). There was also an open response option where they could enter a response that was not listed as an answer option on the survey. The answers provided to the open response option were categorized as *mentoring/shadowing, certificate program, and written materials*. Respondents could mark more than one response to this question.

For the question about the external professional development activities that are supported for professional advisors, respondents selected from six activities (i.e., *state, regional or national conferences, institutes, seminars, webinars, publications, and none*). There was also an open response option where they could list a response that was not listed as an answer option on the survey, but no unique responses were provided. Respondents could mark more than one response to this question.

For the question about how professional advisors are rewarded, respondents selected from five types of rewards (i.e., *travel funds for professional development, release time for research in the field of academic advising, department or unit award for excellence in advising, institution of campus advising association award for excellence in advising, and no rewards*). There was also an open response option where they could enter a reward that was not listed as an answer option on the survey. The answers provided to the open response option were categorized as *merit based salary increase, verbal/written praise, and extra time*. Respondents could mark more than one response to this question.

Sample sizes smaller than 50 respondents are marked with an * (e.g., n=30*) for tables that present the number and percentage of respondents who endorsed a particular answer. The purpose of the asterisk is to draw your attention to the relatively small sample size. For these groups, a change in the answer of one respondent would result in a change of more than 2%. Inferences involving these groups should be made *cautiously*.

Table 8.1

**INTERNAL STRUCTURED TRAINING AND
DEVELOPMENT FOR PROFESSIONAL
ADVISORS (N = 603)**

	<i>f</i>	%
Regularly Scheduled Meetings	274	45.4
Needs Based Individualized Development	261	43.3
Pre-service Training	241	40.0
Series of Workshops	173	28.7
Out of Office Staff Retreats	132	21.9
One-day Single Workshop	93	15.4
Multi-day Single Workshop	55	9.1
Mentoring/Shadowing	3	0.5
Certificate Program	1	0.2
Written Materials	1	0.2
None	53	8.8
Don't Know	5	0.8
Choose Not to Reply	2	0.3
Did not reply	119	19.7

Table 8.2
**INTERNAL STRUCTURED TRAINING AND DEVELOPMENT FOR
PROFESSIONAL ADVISORS BY SIZE OF INSTITUTION**

	Small		Medium		Large	
	<i>n</i> = 286		<i>n</i> = 237		<i>n</i> = 77	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Regularly Scheduled Meetings	115	40.2	116	48.9	42	54.5
Needs Based Individualized Development	124	43.4	104	43.9	32	41.6
Pre-service Training	100	35.0	105	44.3	35	45.5
Series of Workshops	66	23.1	70	29.5	37	48.1
Out of Office Staff Retreats	50	17.5	57	24.1	25	32.5
One-day Single Workshop	34	11.9	44	18.6	15	19.5
Multi-day Single Workshop	20	7.0	26	11.0	9	11.7
Mentoring/Shadowing	0	0	1	0.4	1	0
Certificate Program	0	0	2	0.8	1	1.3
Written materials	0	0	1	0.4	0	0
None	32	11.2	17	7.2	4	5.2
Did not reply	58	20.3	44	18.6	16	20.8

Table 8.3
INTERNAL STRUCTURED TRAINING AND DEVELOPMENT FOR PROFESSIONAL ADVISORS BY INSTITUTIONAL TYPE

	Two-Year		Public Bachelor		Private Bachelor		Public Master		Private Master		Public Doctorate		Private Doctorate		Proprietary	
	<i>n</i> = 195		<i>n</i> = 25*		<i>n</i> = 28*		<i>n</i> = 76		<i>n</i> = 77		<i>n</i> = 121		<i>n</i> = 58		<i>n</i> = 23*	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Regularly Scheduled Meetings	78	40.0	10	40.0	10	35.7	37	48.7	36	46.8	62	51.2	30	51.7	11	47.8
Needs Based Individualized Development	72	36.9	13	52.0	6	21.4	43	56.6	33	42.9	58	47.9	29	50.0	7	30.4
Pre-service Training	76	39.0	6	24.0	14	50.0	37	48.7	20	26.0	54	44.6	27	46.6	7	30.4
Series of Workshops	48	24.6	5	20.0	5	17.9	22	28.9	14	18.2	52	43.0	21	36.2	6	26.1
Out of Office Staff Retreats	32	16.4	4	16.0	6	21.4	17	22.4	18	23.4	35	28.9	15	25.9	5	21.7
One-day Single Workshop	37	19.0	1	4.0	5	17.9	10	13.2	9	11.7	23	19.0	7	12.1	1	4.3
Multi-day Single Workshop	19	9.7	3	12.0	2	7.1	13	17.1	4	5.2	11	9.1	2	3.4	1	4.3
Mentoring/Shadowing	1	0.5	1	4.0	0	0	0	0	0	0	1	0.8	0	0	0	0
Certificate Program	0	0	0	0	0	0	0	0	0	0	1	0.8	0	0	0	0
Written Materials	0	0	0	0	0	0	0	0	0	0	0	0	1	1.7	0	0
None	16	8.2	3	12.0	4	14.3	7	9.2	11	14.3	6	5.0	4	6.9	2	8.7
Did not reply	45	23.1	6	24.0	7	25.0	8	10.5	16	20.8	18	14.9	14	24.1	5	21.7

Table 8.4

**INTERNAL STRUCTURED TRAINING AND DEVELOPMENT FOR
PROFESSIONAL ADVISORS BY MANDATORY ADVISING**

	Yes		No		For Some	
	<i>n</i> = 220		<i>n</i> = 225		<i>n</i> = 158	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Regularly Scheduled Meetings	96	43.6	93	41.3	85	53.8
Needs Based Individualized Development	103	46.8	81	36.0	77	48.7
Pre-service Training	77	35.0	83	36.9	81	51.3
Series of Workshops	55	25.0	61	27.1	57	36.1
Out of Office Staff Retreats	36	16.4	40	17.8	56	35.4
One-day Single Workshop	33	15.0	35	15.6	25	15.8
Multi-day Single Workshop	18	8.2	16	7.1	21	13.3
Mentoring/Shadowing	1	0.5	1	0.4	1	0.6
Certificate Program	1	0.5	0	0	0	0
Written Materials	1	0.5	0	0	0	0
None	20	9.1	22	9.8	11	7.0
Did not reply	38	17.3	58	25.8	23	14.6

Table 8.5

INTERNAL STRUCTURED TRAINING AND DEVELOPMENT FOR PROFESSIONAL ADVISORS BY WHO ADVISES

	Full-Time Professional Advisors		Both Full-Time Professional and Faculty Advisors	
	<i>n</i> = 168		<i>n</i> = 426	
	<i>f</i>	%	<i>f</i>	%
Regularly Scheduled Meetings	77	45.8	196	46.0
Needs Based Individualized Development	64	38.1	195	45.8
Pre-service Training	67	39.9	174	40.8
Series of Workshops	43	25.6	130	30.5
Out of Office Staff Retreats	30	17.9	102	23.9
One-day Single Workshop	28	16.7	65	15.3
Multi-day Single Workshop	13	7.7	41	9.6
Mentoring/Shadowing	1	0.6	2	0.5
Certificate Program	0	0	1	0.2
Written Materials	0	0	1	0.2
None	15	8.9	38	8.9
Did not reply	32	19.0	80	18.8

Table 8.6

INTERNAL STRUCTURED TRAINING AND DEVELOPMENT FOR PROFESSIONAL ADVISORS BY ADVISING SITUATION (N = 623)

	Institution		College, School, Division		Department	
	<i>n</i> = 417		<i>n</i> = 179		<i>n</i> = 27*	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Regularly Scheduled Meetings	193	46.3	82	45.8	10	37.0
Needs Based Individualized Development	191	45.8	72	40.2	8	29.6
Pre-service Training	176	42.2	67	37.4	8	29.6
Series of Workshops	121	29.0	47	26.3	11	40.7
Out of Office Staff Retreats	96	23.0	37	20.7	3	11.1
One-day Single Workshop	65	15.6	28	15.6	4	14.8
Multi-day Single Workshop	40	9.6	12	6.7	5	18.5
Mentoring/Shadowing	1	0.2	0	0	0	0
Certificate Program	1	0.2	0	0	0	0
None	32	7.7	17	9.5	5	18.5
Did not reply	87	20.9	31	17.2	4	14.8

Table 8.7

EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES SUPPORTED FOR PROFESSIONAL ADVISORS (N = 603)

	<i>f</i>	%
State, Regional or National Conferences	369	61.2
Webinars	344	57.0
Publications	259	43.0
Seminars	193	32.0
Institutes	126	20.9
None	44	7.3
Don't Know	10	1.7
Choose Not to Reply	1	0.2
Did not reply	119	19.7

Table 8.8
**EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES
SUPPORTED FOR PROFESSIONAL ADVISORS BY SIZE OF
INSTITUTION**

	Small		Medium		Large	
	<i>n</i> = 286		<i>n</i> = 237		<i>n</i> = 77	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
State, Regional or National Conferences	170	59.4	146	61.6	51	66.2
Webinars	158	55.2	137	57.8	47	61.0
Publications	121	42.3	99	41.8	37	48.1
Seminars	90	31.5	71	30.0	31	40.3
Institutes	50	17.5	49	20.7	27	35.1
None	22	7.7	18	7.6	4	5.2
Did not reply	58	20.3	44	18.6	16	20.8

Table 8.9
EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES SUPPORTED FOR PROFESSIONAL ADVISORS BY INSTITUTIONAL TYPE

	Two-Year		Public Bachelor		Private Bachelor		Public Master		Private Master		Public Doctorate		Private Doctorate		Proprietary	
	<i>n</i> = 195		<i>n</i> = 25*		<i>n</i> = 28*		<i>n</i> = 76		<i>n</i> = 77		<i>n</i> = 121		<i>n</i> = 58		<i>n</i> = 23*	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
State, Regional or National Conferences	101	51.8	16	64.0	14	50.0	50	65.8	50	64.9	88	72.7	40	69.0	10	43.5
Webinars	96	49.2	13	52.0	12	42.9	55	72.4	46	59.7	72	59.5	34	58.6	16	69.6
Publications	64	32.8	6	24.0	7	25.0	37	48.7	42	54.5	62	51.2	31	53.4	10	43.5
Seminars	65	33.3	7	28.0	9	32.1	24	31.6	20	26.0	40	33.1	21	36.2	7	30.4
Institutes	33	16.9	3	12.0	4	14.3	15	19.7	16	20.8	32	26.4	22	37.9	1	4.3
None	20	10.3	1	4.0	3	10.7	3	3.9	5	6.5	10	8.3	0	0	2	8.7
Did not reply	45	23.1	6	24.0	7	25.0	8	10.5	16	20.8	18	14.9	14	24.1	5	21.7

Table 8.10
**EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES
SUPPORTED FOR PROFESSIONAL ADVISORS BY MANDATORY
ADVISING**

	Yes		No		For Some	
	<i>n</i> = 220		<i>n</i> = 225		<i>n</i> = 158	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
State, Regional or National Conferences	139	63.2	118	52.4	112	70.9
Webinars	127	57.7	110	48.9	107	67.7
Publications	100	45.5	81	36.0	78	49.4
Seminars	71	32.3	65	28.9	57	36.1
Institutes	45	20.5	36	16.0	45	28.5
None	13	5.9	21	9.3	10	6.3
Did not reply	28	17.3	58	25.8	23	14.6

Table 8.11
**EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES SUPPORTED FOR
PROFESSIONAL ADVISORS BY WHO ADVISES**

	FT Professional Advisors		Both FT Pro. Adv. and Fac	
	<i>n</i> = 168		<i>n</i> = 426	
	<i>f</i>	%	<i>f</i>	%
State, Regional or National Conferences	96	57.1	272	63.8
Webinars	86	51.2	257	60.3
Publications	64	38.1	195	45.8
Seminars	49	29.2	143	33.6
Institutes	31	18.5	94	22.1
None	18	10.7	26	6.1
Did not reply	32	19.0	80	18.8

Table 8.12

EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES SUPPORTED FOR PROFESSIONAL ADVISORS BY ADVISING SITUATION (N = 623)

	Institution		College, School, Division		Department	
	<i>n</i> = 417		<i>n</i> = 179		<i>n</i> = 27*	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
State, Regional or National Conferences	246	59.0	119	66.5	17	63.0
Webinars	239	57.3	105	58.7	12	44.4
Publications	182	43.6	81	45.3	7	25.9
Seminars	130	31.2	65	36.3	7	25.9
Institutes	84	20.1	45	25.1	1	3.7
None	28	6.7	13	7.3	4	14.8
Did not reply	87	20.9	31	17.3	4	14.8

Table 8.13

HOW PROFESSIONAL ADVISORS ARE REWARDED (N = 603)

	<i>f</i>	%
Travel Funds for Professional Development	152	25.2
Institution/Campus Advising Association Award for Advising Excellence	76	12.6
Department/Unit Award for Advising Excellence	44	7.3
Release Time for Advising Research	19	3.2
Merit Based Salary Increase	14	2.4
Verbal/Written Praise	4	0.7
Extra Time	1	0.2
No Rewards	273	45.3
Don't Know	12	2.0
Choose not to reply	7	1.2
Did not reply	126	20.9

Table 8.14

HOW PROFESSIONAL ADVISORS ARE REWARDED BY SIZE OF INSTITUTION

	Small		Medium		Large	
	<i>n</i> = 286		<i>n</i> = 237		<i>n</i> = 77	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Travel Funds for Professional Development	62	21.7	64	27.0	25	32.5
Institution/Campus Advising Association Award for Advising Excellence	11	3.8	38	16.0	27	35.1
Department/Unit Award for Advising Excellence	8	2.8	19	8.0	16	20.8
Release Time for Advising Research	9	3.1	6	2.5	4	5.2
Merit Based Salary Increase	4	1.4	7	3.0	3	3.9
Verbal/Written Praise	3	1.0	1	0.4	0	0
Extra Time	1	0.3	0	0	0	0
No Rewards	151	52.8	100	42.2	22	28.6
Did not reply	63	22.0	46	19.4	16	20.8

Table 8.15

HOW PROFESSIONAL ADVISORS ARE REWARDED BY INSTITUTIONAL TYPE

	Two-Year		Public Bachelor		Private Bachelor		Public Master		Private Master		Public Doctorate		Private Doctorate		Proprietary	
	<i>n</i> = 195		<i>n</i> = 25*		<i>n</i> = 28*		<i>n</i> = 76		<i>n</i> = 77		<i>n</i> = 121		<i>n</i> = 58		<i>n</i> = 23*	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Travel Funds for Professional Development	36	18.5	7	28.0	3	10.7	16	21.1	20	26.0	46	38.0	20	34.5	4	17.4
Institution/Campus Advising Association Award for Advising Excellence	6	3.1	1	4.0	0	0	13	17.1	3	3.9	45	37.2	5	8.6	3	13.0
Department/Unit Award for Advising Excellence	7	3.6	0	0	1	3.6	3	3.9	5	6.5	20	16.5	5	8.6	3	13.0
Release Time for Advising Research	3	1.5	2	8.0	1	3.6	2	2.6	2	2.6	6	5.0	2	3.4	1	4.3
Merit Based Salary Increase	1	0.5	0	0	0	0	0	0	3	3.9	4	3.3	4	6.9	2	8.7
Verbal/Written Praise	1	0.5	0	0	0	0	1	1.3	1	1.3	1	0.8	0	0	0	0
Extra Time	0	0	0	0	0	0	0	0	1	1.3	0	0	0	0	0	0
No Rewards	104	53.3	14	56.0	16	57.1	39	51.3	36	46.8	36	29.8	18	31.0	10	43.5
Did not reply	45	23.1	6	24.0	7	25.0	8	10.5	19	24.7	19	15.7	16	27.6	6	26.1

Table 8.16

HOW PROFESSIONAL ADVISORS ARE REWARDED BY MANDATORY ADVISING

	Yes		No		For Some	
	<i>n</i> = 220		<i>n</i> = 225		<i>n</i> = 158	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Travel Funds for Professional Development	51	23.2	43	19.1	58	36.7
Institution/Campus Advising Association Award for Advising Excellence	20	9.1	24	10.7	32	20.3
Department/Unit Award for Advising Excellence	13	5.9	9	4.0	22	13.9
Release Time for Advising Research	7	3.2	5	2.2	7	4.4
Merit Based Salary Increase	5	2.3	2	0.9	7	4.4
Verbal/Written Praise	1	0.5	2	0.9	1	0.6
Extra Time	1	0.5	0	0	0	0
No Rewards	107	48.6	111	49.3	55	34.8
Did not reply	43	19.5	58	25.8	25	15.8

Table 8.17

HOW PROFESSIONAL ADVISORS ARE REWARDED BY WHO ADVISES

	FT Professional Advisors		Both FT Pro. Adv. and Fac	
	<i>n</i> = 168		<i>n</i> = 426	
	<i>f</i>	%	<i>f</i>	%
Travel Funds for Professional Development	40	23.8	111	26.1
Institution/Campus Advising Association Award for Advising Excellence	26	15.5	50	11.7
Department/Unit Award for Advising Excellence	17	10.1	27	6.3
Release Time for Advising Research	5	3.0	13	3.1
Merit Based Salary Increase	5	3.0	9	2.1
Verbal/Written Praise	1	0.6	3	0.7
Extra Time	1	0.6	0	0
No Rewards	77	45.8	195	45.8
Did not reply	34	20.2	85	20.0

Table 8.18

HOW PROFESSIONAL ADVISORS ARE REWARDED BY ADVISING SITUATION (*N* = 623)

	Institution		College, School, Division		Department	
	<i>n</i> = 417		<i>n</i> = 179		<i>n</i> = 27*	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Travel Funds for Professional Development	99	23.7	53	29.6	5	18.5
Institution/Campus Advising Association Award for Advising Excellence	39	9.4	37	20.7	6	22.2
Department/Unit Award for Advising Excellence	22	5.3	22	12.3	4	14.8
Release Time for Advising Research	13	3.1	6	3.4	0	0
Merit Based Salary Increase	12	2.8	2	1.1	0	0
Verbal/Written Praise	2	0.5	2	1.1	0	0
Extra Time	0	0	1	0.6	0	0
No Rewards	198	47.5	68	38.0	14	51.9
Did not reply	93	22.3	32	17.9	4	14.8